UPhongolo Local Municipality

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

2019/2020

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UPHONGOLO LOCAL MUNICIPALITY

24 JUNE 2019

APPROVAL: SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

I, Councillor B. C. Nhlabathi in my capacity as Mayor of uPhongolo Local Municipality, hereby approve the Service Delivery and Budget Implementation Plan (SDBIP) 2019/2020, as required in terms of Section 53 (1) (c) (ii) of the Municipal Finance Management Act No. 56 of 2003.

COUNCILLOR B. C. NHLABATHI

UPHONGOLO MUNICIPALITY

2. Introduction

The purpose of this document is to present the Service Delivery and Budget Implementation Plan (SDBIP) of the uPhongolo municipality for the 2019/2020 financial year. The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan(SDBIP) is a requirement of the Municipal Finance Management Act, (MFMA)(Act No. 56 of 2003).

The SDBIP is a detailed one year plan of the municipality that gives effect to the IDP and the budget of the municipality. The SDBIP is a management plan for implementing the IDP through the approval budget. It is an expression of the objectives of the Municipality, in quantifiable outcomes that will be implemented for the financial year. It includes the service delivery targets for each quarter and facilitates oversight over financial and non- financial performance of the municipality.

The SDBIP 2019/2020 will not only ensure appropriate monitoring in the execution of the Municipality budget and processes involved in the allocations of budgets to achieve key strategic priorities as set by the Municipality's Integrated Development Plan (IDP), but will also serve as the kernel of annual performance contracts for senior management and provide a foundation for the overall annual and quarterly organization performance for the 2019/2020 financial year.

The SDBIP also assists the executive, council and the community in their respective oversight responsibilities since it serves as an implementation and monitoring tool.

2.1. Legislative Framework

Section 1 of the MFMA defines the SDBIP as a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of services and its annual budget and which must indicate:

a) projections for each month of :-
   (i) revenue to be collected, by source; and
   (ii) operational and capital expenditure by, vote
b) service delivery targets and performance indicators for each quarter; and
c) any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54(1)(c).

The MFMA requires that municipalities develop a Service Delivery and Budget Implementation Plan (SDBIP) as a strategic financial management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their Integrated Development Plan Strategy. In terms of Section 53 (1)(c)(ii) of the MFMA, the SDBIP must be approved by the Mayor of a municipality within 28 days of the approval of the budget.

2.2. Components of the SDBIP

- Monthly Projections of Revenue to be Collected for each Source
- Monthly Projections of Expenditure and Revenue for each Vote
- Detailed Municipal Infrastructure Grant & Electrification Capital Budget Broken Down by Ward over 3 Years
- Quarterly projections of Service Delivery Targets and Performance Indicators for each Vote/Department

2.2.1 Monthly Projections of Revenue to be Collected for each Source

The failure to collect its revenue as budgeted will severely impact on the Municipality`s ability to provide services to the community. The Municipality therefore has to institute measures to achieve its monthly revenue targets for each source. These measures will enable the Municipality to assess its cash flow on a monthly basis with a view to undertaking contingency plans should there be a cash flow shortage or alternatively invest surplus cash. Furthermore, the effectiveness of credit control policies and procedures can be monitored with appropriate action taken if considered necessary.

The appointment of a service provider to perform the debt collection on behalf of the Municipality will be done in the next financial year to ensure that the recoverable debt is collected. Other measure to improve collection of government debt will also be undertaken to ensure that those who can pay for services are paying for such.

2.2.2 Monthly Projections of Expenditure and Revenue for each Vote

The monthly projection of revenue and expenditure per vote relate to the cash paid and reconciles with the cash flow statement adopted with the budget. The focus under this component is a monthly projection per vote in addition to projections by source. When reviewing budget projections against actual, it is useful to consider revenue and expenditure per vote in order to gain a more complete picture of budget projections against actuals.

2.2.3 Quarterly Projections of Service Delivery Targets and Performance Indicators for each Vote - See Attached SDBIP

This component of the SDBIP requires non-financial measurable performance objectives in the form of service delivery targets and other indicators of performance. The focus is on outputs rather than inputs. Service delivery targets relate to the level and standard of service being provided to the community and include the addressing of backlogs in basic services. The approach encouraged by National Treasury's MFMA Circular No. 13 is the utilization of scorecards to monitor service delivery.

2.2.4 Detailed (MIG) Capital Budget over Three Years

Information detailing infrastructural projects containing project description and anticipated capital costs over the three year period. A summary of capital projects per the IDP plan is available on Council`s website.

The procurement process is an important component to ensure effective and timely infrastructure / capital service delivery.

2.3. Strategic Direction and Planning Cycle

A seamless process between the IDP, SDBIP, Performance Management System (PMS) and Annual Report would create an enabling environment for the municipality to achieve its deliverables.

2.4. SDBIP Cycle

The SDBIP process comprises the following stages, which forms part of a cycle:

Planning:

During this phase the SDBIP process Plan is developed, to be tabled with the IDP Process Plan. SDBIP related processes e.g. workshop schedules, distribution of circulars and training workshops, are also reviewed during this phase.

Strategising:

During this phase the IDP is reviewed and subsequent SDBIP programmes and projects for the next 5 years based on local, provincial and national issues, previous year's performance and current economic and demographic trends etc.

Tabling:

The SDBIP is tabled with the IDP and budget before Council. Consultation with the community and stakeholders of the IDP on the SDBIP is done through budget hearings and formal local, provincial and national inputs or responses are also considered in developing the final document.

Adoption:

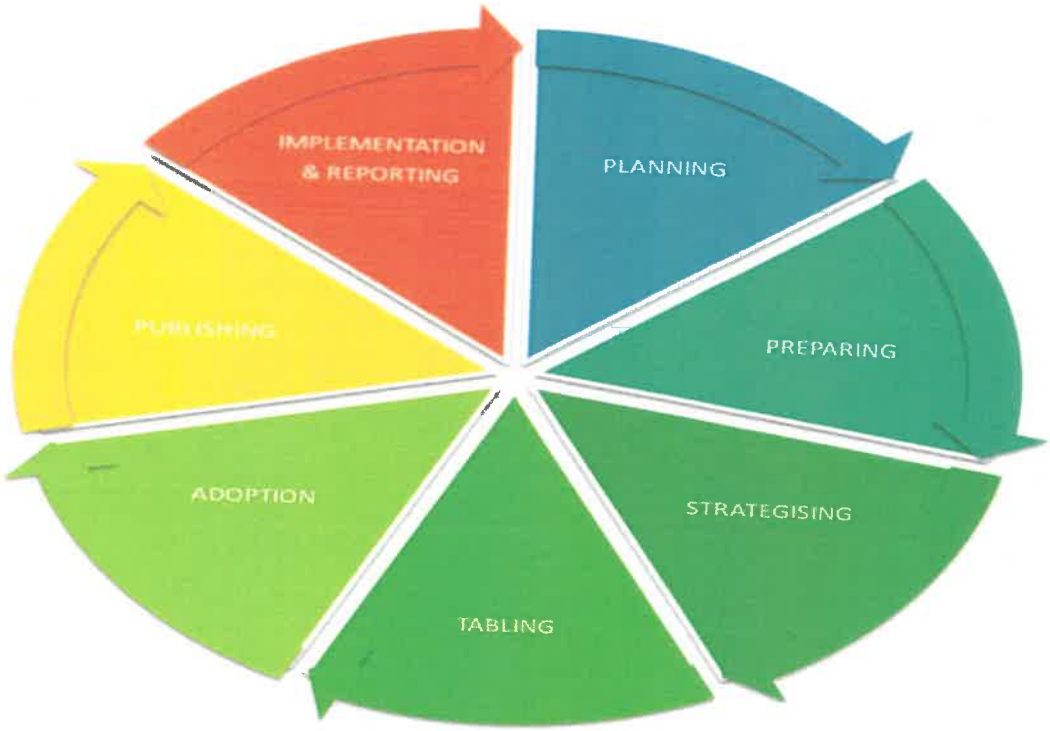
The Mayor approves the SDBIP no later than 28 days after the adoption of the Municipality's budget.

Publishing:

The adopted SDBIP is made public and is published on Council's website.

Implementation, Monitoring and Reporting:

SDBIP projects are implemented and quarterly reporting takes place. Mid-year reporting is done to asses performance on the SDBIP, the document is amended, where applicable and adopted by Council.



Graphical Illustration of the SDBIP cycle

3. The Budget Process

3.1. Background to the Budget Preparation Process

The budget process is an effective process that every local government must undertake to ensure good governance and accountability. The process outlines the current and future direction that the Municipality would follow in order to meet legislative stipulations. The budget process enables the Municipality to optimally involve residents and other stakeholders in the budgeting process.

In terms of Section 15 of the MFMA, a municipality may except where otherwise provided in the Act, incur expenditure only in terms of the approved budget and within the limits of the amounts appropriated for the different votes in an approved budget. The MFMA prescribes further that the Council must for each financial year approve an annual budget for the municipality before the start of that

financial year. An annual budget must set out realistically anticipated revenue for the budget year from each revenue source and expenditure appropriated under the different votes of the municipality.

uPhongolo Local Municipality's Budget/ Integrated Development Plan (IDP) Review process for the 2019/2020 financial year started with the development and approval of the "Process Plan for the Budget Formulation and IDP Review". The timetable provided broad timeframes for the IDP and budget preparation process. The main aim of the timetable was to ensure integration between the Integrated Development Plan and the budget towards tabling a balanced budget.

The National Treasury MFMA Circular No's 93 &94 provided guidance on content and format for the municipal budget documentation in respect of the 2019/2020 Medium Term Revenue and Expenditure framework (MTREF).
The MFMA circular 88 for Rationalisation of Planning and Reporting Requirements was not taken into account yet in preparation for the 2019/2020 SDBIP as such circular will only be applicable to small municipalities in 2020/2021 financial year.

3.2. Capital Budget Process

The mechanism through which the needs of the municipality are identified and priorities set is the Integrated Development Plan (IDP). The capital budget is then accordingly allocated to cover the highest priority projects in the IDP.

The following principles were applied in formulating the medium term capital budget:

- Budget must be aligned to IDP; and
- All grant funding to be verified

3.3. Operating Budget Process

The process of the compilation of the operating budget started in August 2018 after the approval of the IDB/Budget Process Plan. Community engagements, Key Stakeholder engagement and Municipal strategic discussions pertaining to the budget process and allocations to be made was also held to ensure that a credible IDP & and Budget is produced. Thereafter budget instructions (broad expenditure parameters) were issued to departments by the Budget Office. Budget meetings were also held with various clusters. At these meetings, budget strategy, budget policies and the alignment of the Operating Budget with the IDP were discussed.

3.4. Public Participation Process

The IDP Road show was held in December 2018 with the object of getting the inputs for the IDP, Budget and Service Delivery and Budget Implementation Plan.

3.5. Monitoring of the Implementation of the SDBIP

Progress against the objectives/targets set out in the SDBIP will be reported on a monthly, quarterly, mid-year and annual basis as set out in the MFMA.

A series of reporting requirements are outlined in the MFMA as follows:

- Monthly budget statements (Section 71)
- Quarterly reports (Section 52)
- Mid-year budget and performance assessment
- (Section 72) Annual report (Section 121)

3.6. General

Whilst the SDBIP largely complies with legislation as well as policy guidelines issued by National Treasury it is however an evolving document and will continue to be refined to improve the content and the quality of information contained therein on a continued basis.

REVENUE BY SOURCE FOR 2019/2020

Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source	-															
Property rates		–	–	3 874	3 874	3 874	3 874	3 874	3 874	3 874	3 874	3 874	3 874	38 741	40 833	43 038
Service charges - electricity revenue		3 523	3 523	3 523	3 523	3 523	3 523	3 523	3 523	3 523	3 523	3 523	3 523	42 271	47 796	54 043
Service charges - water revenue		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue		923	923	923	923	923	923	923	923	923	923	923	923	11 071	11 669	12 299
Rental of facilities and equipment		40	40	40	40	40	40	40	40	40	40	40	40	482	508	535
Interest earned - external investments		117	117	117	117	117	117	117	117	117	117	117	117	1 406	1 482	1 562
Interest earned - outstanding debtors		962	962	962	962	962	962	962	962	962	962	962	962	11 539	12 163	12 819
Dividends received		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		130	130	130	130	130	130	130	130	130	130	130	130	1 561	1 645	1 734
Licences and permits		145	145	145	145	145	145	145	145	145	145	145	145	1 736	1 830	1 929
Agency services		69	69	69	69	69	69	69	69	69	69	69	69	831	876	923
Transfers and subsidies		67 863	629	4 781	4 781	5 911	58 743	5 872	5 535	38 877	4 781	4 781	4 688	207 241	222 102	205 294
Other revenue		148	148	148	148	148	148	148	148	148	148	148	148	1 776	1 872	1 973
Gains on disposal of PPE		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		**73 919**	**6 685**	**14 711**	**14 711**	**15 842**	**68 673**	**15 802**	**15 465**	**48 807**	**14 711**	**14 711**	**14 618**	**318 655**	**342 775**	**336 149**

REVENUE AND OPERATIONAL EXPENDITURE BY VOTE BY MONTH FOR 2019/2020

Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue by Vote	-															
Vote 1 - Executive and Council		2 541	2 541	2 541	2 541	2 541	2 541	2 541	2 541	2 541	2 541	2 541	2 541	30 491	32 138	33 873
Vote 2 - Finance and administration		6 544	6 544	6 544	6 544	6 544	6 544	6 544	6 544	6 544	6 544	6 544	6 544	78 530	83 071	87 666
Vote 3 - Community and Social Services		2 139	2 139	2 139	2 139	2 139	2 139	2 139	2 139	2 139	2 139	2 139	2 139	25 670	31 890	29 027
Vote 4 - Sports and Recreation		569	569	569	569	569	569	569	569	569	569	569	474	6 729	7 093	7 476
Vote 5 - Public Safety		1 985	1 985	1 985	1 985	1 985	1 985	1 985	1 985	1 985	1 985	1 985	1 985	23 826	25 112	26 468
Vote 6 - Housing		3 984	3 984	3 984	3 984	3 984	3 984	3 984	3 984	3 984	3 984	3 984	3 984	47 809	47 809	23 904
Vote 7 - Planning and Development		4 308	4 308	4 308	4 308	4 308	4 308	4 308	4 308	4 308	4 308	4 308	4 308	51 692	54 967	57 702
Vote 8 - Roads Transport		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 9 - Energy Sources		4 502	4 502	4 502	4 502	4 502	4 502	4 502	4 502	4 502	4 502	4 502	4 596	54 120	60 825	67 763
Vote 10 - Waste Management		1 334	1 334	1 334	1 334	1 334	1 334	1 334	1 334	1 334	1 334	1 334	1 334	16 005	16 870	17 781
Vote 11 - Other		889	889	889	889	889	889	889	889	889	889	889	889	10 670	11 223	14 635
Total Revenue by Vote		**28 795**	**28 795**	**28 795**	**28 795**	**28 795**	**28 795**	**28 795**	**28 795**	**28 795**	**28 795**	**28 795**	**28 794**	**345 542**	**370 997**	**366 294**
Expenditure by Vote to be appropriated	-															
Vote 1 - Executive and Council		2 718	2 718	2 718	2 718	2 718	2 718	2 718	2 718	2 718	2 718	2 718	2 718	32 615	33 566	35 144
Vote 2 - Finance and administration		6 080	6 080	6 080	6 080	6 080	6 080	6 080	6 080	6 080	6 080	6 080	1 754	68 630	72 961	76 840
Vote 3 - Community and Social Services		2 047	2 047	2 047	2 047	2 047	2 047	2 047	2 047	2 047	2 047	2 047	2 047	24 567	27 686	28 984
Vote 4 - Sports and Recreation		572	572	572	572	572	572	572	572	572	572	572	1 427	7 718	8 117	8 540
Vote 5 - Public Safety		1 849	1 849	1 849	1 849	1 849	1 849	1 849	1 849	1 849	1 849	1 849	2 173	22 515	23 506	24 653
Vote 6 - Housing		3 991	3 991	3 991	3 991	3 991	3 991	3 991	3 991	3 991	3 991	3 991	3 991	47 889	47 809	23 964
Vote 7 - Planning and Development		2 337	2 337	2 337	2 337	2 337	2 337	2 337	2 337	2 337	2 337	2 337	2 337	28 044	30 327	31 777
Vote 8 - Roads Transport		1 775	1 775	1 775	1 775	1 775	1 775	1 775	1 775	1 775	1 775	1 775	6 755	26 279	27 698	29 194
Vote 9 - Energy Sources		4 044	4 044	4 044	4 044	4 044	4 044	4 044	4 044	4 044	4 044	4 044	4 044	48 524	51 527	54 447
Vote 10 - Waste Management		1 334	1 334	1 334	1 334	1 334	1 334	1 334	1 334	1 334	1 334	1 334	1 643	16 315	17 196	18 125
Vote 11 - Other		1 042	1 042	1 042	1 042	1 042	1 042	1 042	1 042	1 042	1 042	1 042	21	11 483	11 906	12 519
Total Expenditure by Vote		**27 788**	**27 788**	**27 788**	**27 788**	**27 788**	**27 788**	**27 788**	**27 788**	**27 788**	**27 788**	**27 788**	**28 911**	**334 580**	**352 299**	**344 186**
Surplus/(Deficit) before assoc.		**1 007**	**1 007**	**1 007**	**1 007**	**1 007**	**1 007**	**1 007**	**1 007**	**1 007**	**1 007**	**1 007**	**(117)**	**10 962**	**18 699**	**22 108**

CAPITAL EXPENDITURE BY VOTE BY MONTH FOR 2019/2020

Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Multi-year expenditure ***to be appropriated***	1															
Vote 1 - Executive and Council		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 2 - Finance and administration		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 3 - Community and Social Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 4 - Sports and Recreation		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 5 - Public Safety		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 6 - Housing		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 7 - Planning and Development		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 8 - Roads Transport		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 9 - Energy Sources		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 10 - Waste Management		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 11 - Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	2	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Single-year expenditure ***to be appropriated***																
Vote 1 - Executive and Council		–	133	177	133	–	–	–	–	–	–	–	0	444	–	–
Vote 2 - Finance and administration		–	337	337	337	627	627	289	289	289	289	289	–	3 711	5 134	3 000
Vote 3 - Community and Social Services		–	943	1 455	1 555	1 731	1 958	1 889	1 883	940	328	170	0	12 851	–	21 000
Vote 4 - Sports and Recreation		–	897	1 564	1 957	2 007	1 957	1 957	1 856	1 189	514	–	0	13 898	12 000	6 000
Vote 5 - Public Safety		–	94	212	212	212	212	252	252	252	–	–	–	1 700	–	–
Vote 6 - Housing		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 7 - Planning and Development		–	167	308	308	248	248	248	248	142	142	142	0	2 200	–	–
Vote 8 - Roads Transport		–	–	–	311	311	–	–	–	–	–	–	–	621	16 223	3 145
Vote 9 - Energy Sources		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 10 - Waste Management		–	–	360	360	360	360	360	–	–	–	–	–	1 800	–	–
Vote 11 - Other		–	–	–	–	–	–	25	25	25	25	–	–	100	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total	2	–	2 572	4 414	5 174	5 496	5 361	5 020	4 552	2 837	1 297	601	0	37 324	33 357	33 145
Total Capital Expenditure	2	–	2 572	4 414	5 174	5 496	5 361	5 020	4 552	2 837	1 297	601	0	37 324	33 357	33 145

CAPITAL EXPENDITURE BY PROJECT BY WARD

Capital Expenditure Allocations	Ward	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Source of Funds
		R	R	R	
MIG Programme		**26 886 900**	**28 222 600**	**30 145 400**	**MIG**
Dwarsland Creche	1	905 000			
Hlambanyathi Creche	14	905 000			
uPhongolo Sport Ground	15	2 000 000			
Ncotshane Multi-purpose Sport field	10	750 000			
Pongola Sub-Rank Facility Phase 2	11	5 099 999.60			
uPhongolo Sport Ground	3/6	2 000 000			
Esigungwini Sport field	11	125 000			
Sport Field	12	2 001 000			
Mashobane Community Hall	6	528 383.35			
Mashulu Creche Phase 2	13	630 000			
Community Hall	14	1 500 000			
Sithwelekanzima Creche Phase 2	10	850 000			
Kranskloof Community Hall Phase 2	13	2 000 000			
Upgrade of Mkhwakhweni sport	13	5 400 000			
Pongola Tarred Roads	11	621 000			
Mkhiwaneni Sport field	9	1 571 518.05			
Mkhiwaneni Sport field	9		3 000 000		
Multi-purpose Sport	11		5 500 000		
Paving Road ZCC 13	13		5 122 600		
Upgrading of Magadlela	2		4 100 000		
Belgade Paving Road	5		3 500 000		
N2 to Thandukukhanya Road	7		3 500 000		
Kwathengizwe Sport Field	4		3 500 000		
Hall	8			2 500 000	
Hall	12			2 500 000	
Creche	8			600 000	
Tar Road	10			2 000 000	
Creche	15			600 000	
Sport Complex	6			1 500 000	

Capital Expenditure Allocations	Ward	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Source of Funds
Zonyama Hall	14			2 500 000	
Sport field	8			1 500 000	
Creche	5			600 000	
Sport field	13			1 500 000	
Sport field	15			1 500 000	
Road Tarring	5			1 145 400	
Candover Creche	14			600 000	
Creche	3			600 000	
Creche	8			600 000	
Creche	10			600 000	
Buhlebemvelo Creche	2			600 000	
Mavithi Hall	11			2 500 000	
Creche	12			600 000	
Sivule Hall	7			2 500 000	
Ngedle Creche	13			600 000	
Mpakama Hall	1			2 500 000	
Other Capital Assets		**10 437 563**	**5 133 900-**	**3 000 000**	**BORROWING**
Furniture and Fittings		320 000			
Machinery and Equipment		1 970 000			
Computer Equipment		1 360 900	1 273 900		
Other Assets		6 606 663	3 860 000	3 000 000	
TOTAL		**37 324 463**	**33 356 500**	**33 145 400**	

DETAILED 2019/2020 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

UPHONGOLO MUNICIPALITY

ORGANISATIONAL SCORE CARD FOR 2019/2020

Score card Ref #	SDBIP ref #	Responsible Department	IDP Objectives	IDP REF No.	Strategy	Mscoa Project ref#	Project name (Mscoa)	Unit of Measure	Indicator	2017/2018 Demand	2017/2018 Baseline	2017/2018 Backlog	Annual Target 2019/2020	Quarter-1 Target due between 1 July 2019 - 30 September 2019	Quarter-2 Target due between 1 October 2019 - 31 December 2019	Quarter-3 Target due between 1 January 2020 - 31 March 2020	Quarter-4 Target due between 1 April 2020 - 30 June 2020	Total Budget for the Year	Source of Funding	Ward	POE
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT																					
NATIONAL KEY PERFORMANCE AREA : MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT																					
OUTCOME 9 : DIFFERENTIATED APPROACH TO MUNICIPAL PLANNING AND SUPPORT																					
BACK TO BASICS: PILLAR 5 - BUILDING CAPABLE LOCAL GOVERNMENT																					
Org 1	CPS 14	Corporate Services	Create a balance between employee productivity, welfare and capacity building	A1.1	Develop and Implement a Work Skills Plan	OPC0003	Staff & Clir training	Number	Number of staff who attended training against Skills development plan (NQF rated / Short Cources)	70	38	32	25 Staff members to attending training(NQF rated/short courses) by 30 June 2020	5	10	5	5	2 000 000,00	N/A	All	Traning certificates
Org 2	CPS 10	Corporate Services	Create a balance between employee productivity, welfare and capacity building	A1.1	Develop and Implement a Work Skills Plan	OPC0003	Staff & Clir training	Number	Number of Clirs who attended training (NQF rated / Short Courses) against the Skills development plan	29	-	29	13 Councillors to attending training(NQF rated/short courses) by 30 June 2020	13	13	13	13	2 000 000,00	N/A	All	Training certificates
Org 3	MM 49	Office of the Municipal Manager	Promote quality service delivery through inclusive Performance Management System	A2.1	Cascade PMS to one lower level each year			Number	Number of Organisational performance reports submitted to Council (Council Agenda)	4	4	-	4 Organisational performance reports submitted to Council by 30 June 2020	1	1	1	1		Opex-internal	All	Council Agenda
Org 4	MM 4	Office of the Municipal Manager	Promote quality service delivery through inclusive Performance Management System	A2.1	Cascade PMS to one lower level each year	OPC0072	Performance/Audit Committee	Number	Number of Performance committee meetings	4	4	-	4 Performance audit committee meetings by 30 June 2020	1	1	1	1	210600	Opex-internal	All	Attendance register and minutes of meeting
Org 5		Office of the Municipal Manager	Promote quality service delivery through inclusive Performance Management System	A2.1	Cascade PMS to one lower level each year			Number	Number of organogram levels performance monitored	1 to 4	1&2	3 to 4	Cascade PMS to top 4 organogram levels by 30 June 2020	Level 1 & 2	Level 1 & 2	Level 1, 2 & 3 (mid-management)	Level 1, 2 & 3 (mid-management)		Opex-internal	All	Signed performance agreements
Org 6	CPS 19	Corporate Services	To provide an effective and efficient IT and Communication service to all Municipal units	A3.1	Safely provide access to email and internet to imporve efficiancy in operations.			Number	Number of ICT steering committee meetings held	4	1	3	4 ICT steering committee meetings held by 30 June 2020	1	1	1	1		Opex-internal	All	Attendance Register and minutes
Org 7	CPS 20	Corporate Services	To provide an effective and efficient IT and Communication service to all Municipal units	A3.1	Safely provide access to email and internet to imporve efficiancy in operations.			Number	Number of Monthly IT back- ups stored offsite by 30 June 2018	12	12	-	12 Monthly IT back-ups stored offsite by 30 June 2020	3	3	3	3	400000	Capex-Own	All	IT back-up reports
Org 8	CPS 22	Corporate Services	To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile.	A4.1	Apply previously disadvantaged people concepts to address the demographic gaps and past injustices			Number	Number of women appointed in S54, S56 posts or middle mng level (post level 15/16)	2	0	2	1 Woman appointed in s54,s56 posts or middle management level by 30 June 2020	1	-	-	-		Opex-internal	All	Appointment letters
Org 9	CPS 29	Corporate Services	To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile.	A4.4	All critical posts to be filled within 3 months			Number	Number of vacant posts filled.	22	7	15	10 vacant positions filled by 30 June 2020	5	5	-	-	105 mil	Opex-internal	All	Appointment letters
Org 10	CPS 30	Corporate Services	To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile.	A4.4	All critical posts to be filled within 3months			Number	Average turn-around time to finalise the appointment (Advertisement to Appointment)	90 days	90 days	-	90 days to finalise the appointment (Advertisement to Appointment) by 30 June 2020	90	90	90	90	105 mil	Opex-internal	All	Advert date to appointment date duration calculation per post averaged for all posts
Org 11	CPS 31	Corporate Services	To improve Citizens Skills levels and Education	A6.1	Review Bursary Policy and align with government priorities	OPC0024	Community Bursary/ Study assistance	%	% bursary /learnership Budget amount spent	100%	100%	-	95%-100% bursary /learnership Budget amount spent by 30 June 2020			50%-80%	95%-100%	446 000,00	Opex-internal	All	Expenditure report - S71
Org 12	CPS 32	Corporate Services	Ensure Institutional of Batho Pele Culture and Principles	A6.1	Increase sensitivity of government administrators to the aspirations of citizens through bi-annually awareness sessions on BP			Number	Number of Batho pele awareness campaings conducted	2	1	1	2 Batho pele awareness campaings conducted by 30 June 2020	1	-	1	-		Opex-internal	All	Attendance register
Org 13	CPS 36	Corporate Services	To Promote Access to Information and Accountability	A7.3	Facilitate compilation of an Annual Report			Date	Date draft Annual report submitted.	31-Jan	31-Jan	-	Draft Annual Report for 2018/19 Financial year submitted by 31 January 2020	-	-	31-Jan			Opex-internal	All	Council resolution
Org 14	CPS 39	Corporate Services	Ensuring compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases	A8.2	Develop Occupational Health and safety Guidelines			Number	Number of site inspections for OHS Compliance by 30 June 2018	40	0	40	40 site inspections for OHS compliance by 30 June 2020	10	10	10	10		Opex-internal	All	Inspection form

UPHONGOLO MUNICIPALITY

ORGANISATIONAL SCORE CARD FOR 2019/2020

Score card Ref #	SDBIP ref #	Responsible Department	IDP Objectives	IDP REF No.	Strategy	Mscoa Project ref#	Project name (Mscoa)	Unit of Measure	Indicator	2017/2018 Demand	2017/2018 Baseline	2017/2018 Backlog	Annual Target 2019/2020	Quarter-1 Target due between 1 July 2019 - 30 September 2019	Quarter-2 Target due between 1 October 2019 - 31 December 2019	Quarter-3 Target due between 1 January 2020 - 31 March 2020	Quarter-4 Target due between 1 April 2020 - 30 June 2020	Total Budget for the Year	Source of Funding	Ward	POE
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT																					
GOAL 4: STRATEGIC INFRASTRUCTURE																					
NATIONAL KEY PERFORMANCE AREA : BASIC SERVICE DELIVERY & INFRASTRUCTURE																					
OUTCOME 9 : IMPROVED ACCESS TO BASIC SERVICES																					
BACK TO BASICS: Pillar 2 - DELIVERING BASIC SERVICES																					
Org 15	TCS 5	Technical Services	Ensure provision of Electricity/alternative energy in a sustainable manner	B1.1	To provide an efficient and cost effective electricity distribution or alternative energy to all mandated areas in Phongolo.	ASSET0093 ASSET0096	Electricity provision	Number	Number of new consumer units with access to electricity (Eskom aria)	4419	582	3837	350 of new consumer units with access to electricity (Eskom aria) by 30 June 2020	-	-	-	350	8 500 000	DOE	9	Completion certificate
Org 16	-	Technical Services	Ensure provision of Electricity/alternative energy in a sustainable manner	B1.1	To provide an efficient and cost effective electricity distribution or alternative energy to all mandated areas in Phongolo.			Number	Number of existing Households with access to electricity	30592	24353	6239	25988 Households with access to electricity by 30 June 2020	-	-	-	25988	8 500 000	DOE	All	Census data plus completed project after
Org 17	-	Technical Services	Ensure provision of Electricity/alternative energy in a sustainable manner	B1.1	To provide an efficient and cost effective electricity distribution or alternative energy to all mandated areas in Phongolo.			%	Percentage of Households with access to electricity	100%	84%	16%	85% Households with access to electricity by 30 June 2020	-	-	-	85%	8 000 000	DOE	All	Census data plus completed project after
Org 18	CMS 43	Community Services	To control waste management including water contamination	B3.3	Ensure that all refuse is timeously removed from source to waste management centre	CONT0006	Refuse collection	Number	Number of Househols with access to refuse removal at least once per week	4200	4114	86	4550 Households with access to refuse removal at least once per week by 30 June 2020	4350	4350	4450	4550	R 2 400 138	Opex-internal	All	Billing report or refuse collection report
Org 19	CMS 44	Community Services	To control waste management including water contamination	B3.3	Ensure that all refuse is timeously removed from source to waste management centre	CONT0006	Refuse collection	%	% Households with access to refuse removal at least once per week	15%	14%	1%	15% Households with access to refuse removal at least once per week by 30 June 2020	14%	14%	15%	15%	R 2 400 138	Opex-internal	All	Billing report or refuse collection report over census data
Org 20		Budget and Treasury Office	To control waste management including water contamination	B3.3	Ensure that all refuse is timeously removed from source to waste management centre	OPC0037	Free Basic Services		% of Households provided with free basic services				10% of Households provided with free basic services by 30 June 2020	10%	10%	10%	10%	2675929	OPEX-grants	All	Billing report or refuse collection report over census data
Org 21		Budget and Treasury Office	To control waste management including water contamination	B3.3	Ensure that all refuse is timeously removed from source to waste management centre	OPC0037	Free Basic Services		% of households provided with rebates (electricity, rates & refuse)				5% of households provided with rebates (electricity, rates & refuse) by 30 June 2020	5%	5%	5%	5%	2675929	OPEX-grants	All	Billing report or refuse collection report over census data
Org 22	PD 1	Planning & Development & LED	To provide safe, adequate and habitable housing that is closer to amenities	B4.2	Improve community standard of living through accelerated development of houses in rural areas through improved intergovernmental relations with the Department of Human Settlements			Number	Number of new housing units completed	100	91	9	900 new RDP housing units completed by 30 June 2020	-	-	200	700	39 820 677	Capex_ grant DHS	3,4 &5	Progress Report/Completion Certificate
Org 23		Planning & Development & LED	To provide safe, adequate and habitable housing that is closer to amenities	B4.2	Improve community standard of living through accelerated development of houses in rural areas through improved intergovernmental relations with the Department of Human Settlements			Number	Number of R 293 properties transferred				303- (R293) properties transferred by 30 June 2020	-	100	100	103			2&10	Project progress report / Copies of deed documents
Org 24	TCS 13	Technical Services	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and infrastructure	ASSET0033	Creches and pre-school construction	Number	Number of pre-schools/crèches constructed & completed	15	*	*	2 Phase 2 pre-schools/crèches projects completed by 30 June 2020 (Mashulu and Sithwelekanzima projects)	-	-	-	2	1 480 000,00	Capex-MIG	13 &10	PMU/ PMU Manager

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ORGANISATIONAL SCORE CARD FOR 2019/2020

Score card Ref #	SDBIP ref #	Responsible Department	IDP Objectives	IDP REF No.	Strategy	Mscoa Project ref#	Project name (Mscoa)	Unit of Measure	Indicator	2017/2018			Annual Target 2019/2020	Quarter-1	Quarter-2	Quarter-3	Quarter-4	Total	Source of Funding	Ward	POE
										Demand	Baseline	Backlog		Target due between 1 July 2019 - 30 September 2019	Target due between 1 October 2019 - 31 December 2019	Target due between 1 January 2020 - 31 March 2020	Target due between 1 April 2020 - 30 June 2020	Budget for the Year			
Org 25	TCS 14	Technical Services	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and Infrastructure	ASSET0037 ASSET0028	Sport Facility construction	Number	Number of Sport complex completed	15	*	*	3 Sport Fields/Complex completed by 30 June 2020	-	-	-	3	6 001 000,00	Capex-MIG	15/8,3/6 &12	PMU/ PMU Manager
Org 26	TCS 18	Technical Services	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and Infrastructure	ASSET0020 ASSET0022	Construction of Community Halls	Number	Number of Community Halls Constructed	15			1 Community halls completed by30 June 2020	-	-	-	1	1 500 000,00	Capex - MIG	14	PMU/ PMU Manager
Org 27	TCS 20	Technical Services	Ensure the optimal use, maintenance and equitable development of	B5.2	Improve Access to Community Amenities and Infrastructure	ASSET0030	Construction of Taxi rank	Number	Number of Taxi Ranks constructed				1 Taxi Ranks constructed	-	-	-	1	5 099 999,00	Capex - M	11	PMU/ PMU Manager

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ORGANISATIONAL SCORE CARD FOR 2019/2020

Score card Ref #	SDBIP ref #	Responsible Department	IDP Objectives	IDP REF No.	Strategy	Mscoa Project ref#	Project name (Mscoa)	Unit of Measure	Indicator	2017/2018 Demand	2017/2018 Baseline	2017/2018 Backlog	Annual Target 2019/2020	Quarter-1 Target due between 1 July 2019 - 30 September 2019	Quarter-2 Target due between 1 October 2019 - 31 December 2019	Quarter-3 Target due between 1 January 2020 - 31 March 2020	Quarter-4 Target due between 1 April 2020 - 30 June 2020	Total Budget for the Year	Source of Funding	Ward	POE
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH																					
NATIONAL KEY PERFORMANCE AREA : LOCAL ECONOMIC DEVELOPMENT																					
OUTCOME 9 : COMMINITY WORK PROGRAMME IMPLEMENTED AND CO-OPERATIVES SUPPORTED																					
BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST																					
LOCAL ECONOMIC DEVELOPMENT																					
Org 28	PD23	Planning & Development & LED	Create a conducive environment for investing and SMME growth in Phongolo	C 1.3	Provide training to the unemployed communities			Number	Number of unemployeed people trained on various skills	All unemployed ppl	300		300 unemployeed people trained on various skills by 30 June 2020	75	75	75	75		Opex-internal	All	Attendance Register for attendance
Org 29	PD 31	Planning & Development & LED	Increase the number of visitors to uPhongolo through integrated and targeted marketing	C2.2	Tourism promotion and facilitation	SSP0054	Tourism bronchure & Profiling/ branding	Number	Number of tourism promotional initiatives to attract more tourists to Pongola.	4	2	2	4 Tourism promotional initiatives to attract more tourists to Pongola by 30 June 2020	1	1	1	1	221551	Opex-internal	All	Report on the promotion or Attendance Register and Photos
Org 30	PD 33	Planning & Development & LED	Increase the number of visitors to uPhongolo through integrated and targeted marketing	C2.1	Develop and revive tourism hubs and zones within uPhongolo		Development of Tourism facilities		Number of project progress report submitted to grant funders	18	18	-	18 project progress report submitted to grant funders by 30 June 2020	3	3	3	3	6 000 000,00	CAPEX_ Grant	All	Project progress report
Org 31	CMS 17	Community Services	To promote arts and cultural services	C3.1	Development of Arts and Culture Strategy	OPC0026	Cultural	Number	Number of Tourism and Cultural events held	2	2	-	2 Cultural events held by 30 June 2020	1	-	1	-	737 052	Opex-internal	All	Attendance Register and relevant report/photos
Org 32	PD 25	Planning & Development & LED	Creation of sustainable jobs	C 4.1	Create employment opportunities through labour intensive schemes	OPC0031	EPWP Job creation	Number	No. of jobs created through municipality's LED initiatives including capital projects & EPWP	All unemployed ppl	73		45 jobs created through municipality's LED initiatives including capital projects &EPWP by 30 June 2020	45	45	45	45	2 513 000	Opex_ Grant DPW	All	Payroll reports
Org 33	MM39	Office of the Municipal Manager	Mitigate the HIV epidemic and promote positive living	C6.3	To develop and implement programmes that target high risk groups	SSP0037 SSP0039 SSP0034 SSP0036	HIV/AIDS awareness events	Number	Number of HIV / AIDS events held	4	4		4 HIV / AIDS events held by 30 June 2020	1	1	1	1	741 915	opex - internal	All	Attendance Register, Minutes of meetings, Reports/ Photos
Org 34	MM36	Office of the Municipal Manager	Mitigate the HIV epidemic and promote positive living	C6.2	Participate in Sukhuma sakhe programs	SSP0031 SSP0032	Sukuma Sakhe co-ordination	Number	Number of Local Task Team (LTT) meeting conducted	10	4	6	10 Local Task Team (LTT) meeting conducted by 30 June 2020	3	1	3	3	219 868	opex - internal	All	Attendance register/ Minutes of meeting
Org 35	MM 40	Office of the Municipal Manager	Ensure needs of Special groups are addressed	C7.1	Develop and implement projects targeting the special groups.	SSP0002	Eldertly Support & events	Number	Number of elderly supported basic necessities	All elderly ppl	65		140 elderly supported with basic necessities by 30 June 2020	50	50	20	20	363 064,00	Opex-internal	All	Report and names with ID of people assisted
Org 36	MM 42	Office of the Municipal Manager	Ensure needs of Special groups are addressed	C7.1	Develop and implement projects targeting the special groups.	SSP0040	Support people with disability	Number	Number of people with disability supported with basic necessities	All ppl with disability	15		30 people with disability supported with basic necessities by 30 June 2020	8	8	8	6	526 000,00	Opex-internal	All	Report and names with ID of people assisted
Org 37	YDS 1	Youth Development	Ensure needs of Special groups are addressed	C7.1	Develop and implement projects targeting the special groups.	SSP0020 SSP0019 SSP0018 SSP0007	Youth events	Number	Number of youth events held	4	4	-	4 youth events held by 30 June 2020	1	1	1	1	706 944,00	Opex-internal	All	Attendance Register, Minutes of meetings, Reports/ Photos
Org 38	CMS 29	Community Services	Reduce crime rate within uPhongolo Jurisdiction	C8.1	Promote neighbourhood watch group scheme.		Facilitate the Community Safety Forum	Number	Number of Community Safety Forum (CSF) meetings held	4	1	3	4 Community Safety Forum (CSF) meetings held by 30 June 2020	1	1	1	1	N/A	Opex-internal	All	Attendance register
Org 39	CMS 22	Community Services	To ensure Safer, effective and efficient system for all	C9.2	Efficient vehicles and driver licensing services.		Issuing of Learner Drivers License	Number	Number of Learners License Examined	768			768 Learners Licence Examined by 30 June 2020	192	192	192	192	N/A	Opex-internal	All	Register, License-PRO Reports and Monthly Report
Org 40	CMS 21	Community Services	To ensure Safer, effective and efficient system for all	C9.3	Monitor and assess driver fitness and Vehicle roadworthiness through Road blocks		Road safety campaigns	Number	Number of road safety campaigns	20	5	15	20 Road safety Campaings done by 30 June 2020	5	5	5	5	N/A	Opex-internal	All	Attendance Register/Report and Photos
Org 41	CMS 20	Community Services	To ensure Safer, effective and efficient system for all	C9.3	Monitor and assess driver fitness and Vehicle roadworthiness through Road blocks		Conduct Multi Disciplinary Road Blocks	Number	Number of Multi-Disciplinary Roadblocks	8	5	3	8 Multidisciplinary Road Block by 30 June 2020	2	2	2	2	N/A	Opex-internal	All	Register, Road block Reports

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ORGANISATIONAL SCORE CARD FOR 2019/2020

Score card Ref #	SDBIP ref #	Responsible Department	IDP Objectives	IDP REF No.	Strategy	Mscoa Project ref#	Project name (Mscoa)	Unit of Measure	Indicator	2017/2018 Demand	2017/2018 Baseline	2017/2018 Backlog	Annual Target 2019/2020	Quarter-1 Target due between 1 July 2019 - 30 September 2019	Quarter-2 Target due between 1 October 2019 - 31 December 2019	Quarter-3 Target due between 1 January 2020 - 31 March 2020	Quarter-4 Target due between 1 April 2020 - 30 June 2020	Total Budget for the Year	Source of Funding	Ward	POE
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY																					
NATIONAL KEY PERFORMANCE AREA : MUNICIPAL FINANCIAL VIABILITY AND MANAGMENT																					
OUTCOME 9 : IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY																					
BACK TO BASICS: PILLAR 4 SOUND FINANCIAL MANAGMENT																					
MUNICIPAL FINANCIAL VIABILITY & FINANCIAL MANAGEMENT																					
Org 42	BTO 1	Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.1	Develop and implement measures to expand revenue base and generation.			%	% Revenue Growth - (Period under review's Total Revenue - previous period's Total Revenue)/ previous period's Total Revenue) x 100 - year-on-year or quarter-to-quarter	12%	5%	7%	**15 % Revenue Growth by 30 June 2020**	15%	15%	15%	15%	346mil	Mix sources	All	S 71 report table (c3 monthly budget statement
Org 43	BTO 3	Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.1	Develop and implement measures to expand revenue base and generation.			%	Actual Operating Revenue / Budget Operating Revenue x 100	95% - 100%	100%	-	95% -100% Actual Operating Revenue over Budgeted Operating revenue by 30 June 2020	25%-30%	45%-50%	75%-80%	95%-100%	319mil	Mix sources	All	S 71 report table (c4 monthly budget statement and table c4
Org 44	BTO 6	Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure			%	% staff cost over OPEX incurred - Remuneration (Employee Related Costs and Councillors' Remuneration) /Total Operating Expenditure x100	25% - 40%	40%	-	25 - 40% staff cost over OPEX incurred by 30 June 2020	15% - 40%	20% - 40%	25% - 40%	25% - 40%	105 mil	Mix sources	All	S 71 report table c4
Org 45	BTO 8	Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure			%	% CAPEX BUDGET SPENT - Actual capital Expenditure / Budget Capital Expenditure x 100	95% - 100%	75%	25%	95%-100% CAPEX BUDGET SPENT by 30 June 2020	20%-25%	45%-50%	70%-75%	95%-100%	37 mil	Mix sources	All	S 71 report table c5
Org 46	TCS 33	Technical Services	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure			%	% MIG BUDGET SPENT - Actual MIG Expenditure / MIG Budget Expenditure x 100	95% - 100%	75%	25%	95%-100% MIG BUDGET SPENT by 30 June 2020	20%-25%	45%-50%	70%-75%	95%-100%	26,9 mil	Grant_MIG	**All**	S 71 report table c5
Org 47	TCS 28	Technical Services	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure			%	% Electricity Grant (INEP) BUDGET SPENT - Actual INEP Expenditure / INEP Budget Expenditure x 100	95% - 100%	75%	25%	95%-100% Electricity Grant (INEP) BUDGET SPENT by 30 June 2020	20%-25%	45%-50%	70%-75%	95%-100%	8,5 mil	Grant_INEP	9	S 71 report table c5
Org 48	CPS 3	Corporate Services	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure	OPC0003	Staff & Cllr training	%	% of budget spent on Implementation of WSP	95% - 100%	75%	25%	95%-100% Work Skills Plan Budget Spent	20%-25%	45%-50%	70%-75%	95%-100%	2 000 000	Mix sources	All	S 71 report
Org 49	BTO 9	Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure			%	% OPEX Budget spent - Actual Operating Expenditure / Budgeted Operating Expenditure x 100	95% - 100%	100%	-	95% -100% OPEX Budget spent by 30 June 2020	20%-25%	45%- 50%	70%-75%	95%-100%	335 mil	Mix sources	All	S 71 report table c4
Org 50	BTO 15	Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.3	Develop and implement measures to reduce the level of debt owed to the municipality			%	% Collection Rate - (Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue x 100	93%-95%	85%	10%	93% -95% Collection Rate by 30 June 2020	95%-100%	95%-100%	95%-100%	95%-100%			All	section 71 report
Org 51	BTO 16	Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.3	Develop and implement measures to reduce the level of debt owed to the municipality			%	% of outstanding service debtors to annual revenue from services	0%-26%	200%	-174%	0% -26% of outstanding service debtors to annual revenue from services by 30 June 2020	0%-26%	0%-26%	0%-26%	**0%-26%**			**All**	**section 71 report**
Org 52	BTO 18	Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.4	Improve cash and debtors management			Number in months	Cash / Cost Coverage Ratio in Months - ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	1 - 3 Months	1	2	1 - 3 Cash / Cost Coverage Ratio in Months by 30 June 2020	1-3	1-3	1-3	**1-3**			All	Section 71 report/ Circular 71 Template report
Org 53	BTO 20	Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.4	Improve cash and debtors management			Number	Debt coverage rate - (Total operating revenue less operating grants)/ Debt service payment	40 x			30 x to 40 times Debt coverage rate by 30 June 2020	-	-	-	**30x -40x**		Opex-internal	All	Expenditure report - S71
Org 54	BTO 29	Budget and Treasury Office	To enforce a fair and legislatively compliance SCM policy	D2.2	Apply fairness, equitability, competitiveness, transparency & cost effectiveness principles in obtaining goods and services.			Number	Number of Quarterly report on the implementation of SCM policy reported to Council	4	4	-	4 report on the implementation of SCM policy reported to Council by 30 June 2020	1	1	1	**1**		Opex-internal	All	Council resolution noting deviations
Org 55	BTO 32	Budget and Treasury Office	To budget and report on all Municipal financial transactions according to legislation	D3.1	Ensure that budget is informed by the IDP			Date	Date Final Budget approved by Council	31-05-2018	31-May	-	Final Budget approved by Council on or before 31 May				**31-05-2019**		Opex-internal	All	Council resolution on draft and final budget
Org 56	CPS 41	Corporate Services	To ensure that assets are properly safeguarded, maintained and accounted for in the Municipal records	D4.4	Establish own fleet with effective tracking system			Number	Number of Fleet Management Report prepared	**12**	12	-	12 Fleet Management Reports prepared by 30 June 2020	3	3	**3**	**3**		Opex-internal	All	Monthly Fleet Report signed by SCM Manager and CFO

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ORGANISATIONAL SCORE CARD FOR 2019/2020

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PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY																					
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3 : HUMAN AND COMMUNITY DEVELOPMENT																					
NATIONAL KEY PERFORMANCE AREA : GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS																					
OUTCOME 9 : DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM																					
BACK TO BASICS: PILLAR 1: PUTTING PEOPLE FIRST & PILLAR 3: GOOD GOVERNANCE																					
GOOG GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS																					
Org 57	MM 10	Office of the Municipal Manager	Promote good governance, accountability and transparency	E1.1	Promotion of effective, timeous, and efficient communication with both internal and external stakeholders			Number	Number of Council meetings held	4	4	-	4 Council Meetings held by 30 June 2020	1	1	1	1		Opex-internal	All	Attendance register
Org 58	MM 6	Office of the Municipal Manager	Promote good governance, accountability and transparency	E 1.2	Monitor and improve internal Control & risk management processes			Percentage	% Audit plan Implemented or achieved	100%	100%	-	100% Audit plan Implemented or achieved by 30 June 2020	25%	50%	75%	100%		Opex-internal	All	Progress report
Org 59	MM 2	Office of the Municipal Manager	Promote good governance, accountability and transparency	E 1.2	Monitor and improve internal Control & risk management processes	OPC0026	External Audit		Type of audit opinion received - clean audit best, unqualified acceptable) Prior year AFS	Clean audit	qualified	clean/ unqualified	To achieve and maintain a clean or unqualified audit by 30 June 2020	-	Clean or Unqualified Audit opinion	-	-	1 472 800	Opex-internal	All	Audit report
Org 60	MM 17	Office of the Municipal Manager	Placing the primary focus on addressing the needs of communities within the municipality	E 2.2	Ward committees supported and capacitated to ensure functionality			Number	Number of ward committee meetings held	45	42	-	180 ward committee meetings held for the year ended 30 June 2020	45	45	45	45		Opex-internal	1 to 15	Attendance Register
Org 61	CPS 8	Corporate Services	Placing the primary focus on addressing the needs of communities within the municipality	E 2.4	Monitor customer complains & provide feed back			Number	Number of report on complaints/ compliments	4	4	-	4 report on complaints/ compliments by 30 June 2020	1	1	1	1		Opex-internal	All	Report on public complains / compliments
Org 62	MM 20	Office of the Municipal Manager	Report regularly on the dealings of the Municipality	E 3.1	Publish and distribute quarterly newsletters & Annual Reports to inform communities on progress and essential information	OPC0023	Municipal News letter	Number	Number of newsletters developed by 30 June 2019	4	4	-	4 quarterly newsletters developed by 30 June 2020	1	1	1	1	441840	Opex-internal	All	Copies of newsletters
Org 63		Corporate Services	To ensure effective and efficient administration complying with its Legal Mandates	E4.2	Strengthen Council Oversight through training on Legislation and Policies	OPC0003	Staff & Clr training	Number	Number of Clrs who attended workshops or similar presentations on work matters (including internal and external)	29	27	2	29 Clrs who attended workshops or similar presentations on work matters (including internal and external) by 30 June 2020	29	29	29	29	2 000 000,00	Opex-internal	All	Training certificates
Org 64	MM25	Office of the Municipal Manager	To ensure effective and efficient administration complying with its Legal Mandates	E4.3	Development of an organisational strategic planning document			Date	Date Strategic Planning sessions held	1	1	-	Strategic planning session held on or before 31 March 2020	-	-	31-Mar-20	-	419375	Opex-internal	All	Attendance register
Org 65	MM27	Office of the Municipal Manager	To promote a municipal governance system that enhances and embraces the system of participatory Governance	E5.1	Facilitate the Functionality of Ward Committees through continuous public participation			Number	Number of ward community meetings held by 30 June 2019	60	56	4	60 ward community meetings held by 30 June 2020	15	15	15	15		Opex-internal	1 to 15	Attendance Register and minutes
Org 66	PD 16	Planning & Development & LED	To promote a municipal governance system that enhances and embraces the system of participatory Governance	E5.2	Development of a Credible Integrated Development plan within prescribed legislative guidelines	OPC0030	Development and Review of Integrated Development Plan (IDP)	%	% of IDP credibility score obtained from Cogta IDP assessment	*	*	*	70% or > IDP credibility score achieved for the IDP assessment by Cogta by 30 June 2020	N/A	N/A	N/A	70% or >	491551	OPEX-Own funding	All	IDP / Mng Planning & Housing
Org 67	MM30	Office of the Municipal Manager	To promote and foster sound internal and external communication	E6.2	Facilitate functionality of IGR Structures			Number	Number of IGR meetings attended	4	0	4	4 IGR meetings attended by 30 June 2020	1	1	1	1		Opex-internal	All	attendance register
Org 68	MM32	Office of the Municipal Manager	To ensure that the risk maturity of the organisation is at an enabled level	E7.1	Risk assessment annually with implementation, monitoring continuous improvement and ongoing review			Date	Date of Annual Risk Assessments done (Operational, fraud and IT)	30-Jun	30-Jun	-	Annual risk assesment conducted by 30 June 2020	-	-	-	30-Jun		Opex-Internal	All	Attendance register

UPHONGOLO MUNICIPALITY

ORGANISATIONAL SCORE CARD FOR 2019/2020

Score card Ref #	SDBIP ref #	Responsible Department	IDP Objectives	IDP REF No.	Strategy	Mscoa Project ref#	Project name (Mscoa)	Unit of Measure	Indicator	2017/2018 Demand	2017/2018 Baseline	2017/2018 Backlog	Annual Target 2019/2020	Quarter-1 Target due between 1 July 2019 - 30 September 2019	Quarter-2 Target due between 1 October 2019 - 31 December 2019	Quarter-3 Target due between 1 January 2020 - 31 March 2020	Quarter-4 Target due between 1 April 2020 - 30 June 2020	Total Budget for the Year	Source of Funding	Ward	POE
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 5 : ENVIRONMENTAL SUSTAINABILITY																					
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 7: SPATIAL EQUITY																					
NATIONAL KEY PERFORMANCE AREA : CROSS CUTTING INTERVENTION																					
OUTCOME 9 : SINGLE WINDOW OF CO-ORDINATION ; ACTIONS SUPPORTIVE OF HUMAN SETTLEMENT OUTCOME																					
BACK TO BASICS: PILLAR 2 - DELIVERY BASIC SERVICES																					
Org 69	PD 8	Planning & Development & LED	Promote the Environment Conservation and management to ensure that adverse environmental impacts is prevented and mitigate	F1.3	To conduct environmental awareness campaigns to communities.			Number	Number of Environmental Campaigns conducted.	4	0	4	4 Environmental Campaigns conducted by 30 June 2020	1	1	1	1		Opex-internal	All	Attendance Register/Report and Photos
Org 70	PD9	Planning & Development & LED	Promote the Environment Conservation and management to ensure that adverse environmental impacts is prevented and mitigate	F1.4	Review and enforce Environmental By-laws.		By-law development	Date	Date Environmental Management By-law adopted by Council	*	*	*	Date Environmental Management By-law adopted by Council on or before 30 June 2020	-			30-Jun		Opex-internal	All	IDP / Mng Planning & Housing
Org 71	PD7	Planning & Development & LED	Promote the Environment Conservation and management to ensure that adverse environmental impacts is prevented and mitigate	F1.1	To develop and implement an environmental management plan that addresses climate change amongst other things .		Develop Environmental Management Plan	Date	Date Environmental Management Plan adopted by Council	*	*	*	Environmental Management Plan adopted by Council on or before 30 June 2020	-	-	-	30-Jun		Opex-internal	All	IDP / Mng Planning & Housing
Org 72	CMS 7	Community Services	Provide disaster management and emergency services	F2.1	To develop and implement a disaster management plan and fire services Plan		Conduct and Facilitate Fire and Ermegency Drills	Number	Number of fire and rescue inspections conducted in buildings	60	25	35	60 fire and rescue inspections conducted in buildings by 30 June 2020	15	15	15	15		Opex-internal	All	Reports
Org 73	PD11	Planning & Development & LED	To plan areas for future development and formalisation	F3.6	Review of Human Settlement Sector Plan	OPC0012/ 6001	Housing Sector Plan Review	Date	Date the Reviewed Housing Sector Plan is adopted by Council	30-Jun	-	30-Jun	Council Resolution adopting the Reviewed Sector Plan Housing Sector Plan on or before 30 June 2020	-	-	-	30-Jun-20	150 000,00	Opex-internal	All	Council Resolution approved Housing Plan and service provider appointment letter
Org 74	PD10	Planning & Developmen t & LED	To plan areas for future development and formalisation	F3.1	Review the Spatial Development Plan	OPC0012/ 7002	Development of SDF	Date	Date of approval and adopted of the reviewed SDF by the Council	30-Jun	-	30-Jun	Reviewed SDF, approved and adopted by the Council on or before 30 June 2020	-	-	-	30-Jun-20	150 000,00	Opex-internal	All	Council Resolution & approved SDF

UPHONGOLO MUNICIPALITY

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR 2019/2020

PLANNING DEVELOPMENT AND LOCAL ECONOMI DEVELOPMENT

SDBIP ref #	National KPA	Outcome 9	IDP Objectives	IDP REF No.	Strategy	Mscoa Project ref#	Project name (Mscoa)	Unit of Measure	Indicator	2017/2018 Demand	2017/2018 Baseline	2017/2018 Backlog	Annual Target 2019/2020	Quarter-1 Target due between 1 July 2019 - 30 September 2019 Target	Quarter-2 Target due between 1 October 2019 - 31 December 2019 Target	Quarter-3 Target due between 1 January 2020 - 31 March 2020 Target	Quarter-4 Target due between 1 April 2020 - 30 June 2020 Target	Total Budget for the Year	Source of Funding	Ward	Unit / Reporting Responsibility	POE
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT																						
GOAL 4: STRATEGIC INFRASTRUCTURE																						
NATIONAL KEY PERFORMANCE AREA : BASIC SERVICE DELIVERY & INFRASTRUCTURE																						
OUTCOME 9 : IMPROVED ACCESS TO BASIC SERVICES																						
BACK TO BASICS: Pillar 2 - DELIVERING BASIC SERVICES																						
PD1	Basic Service Delivery and Infrastructure	Actions Supportive of the Human Settlement	To provide safe, adequate and habitable housing that is closer to amenities	B4.2	Improve community standard of living through accelerated development of houses in rural areas through Improved Intergovernmental relations with the Department of Human Settlements		RDP Houses	Number	Number of new housing units completed	•	•	•	900 new RDP housing units completed			200	700	39 820 677,00	CAPEX_Grant DHS	3,4 &5	IDP / Mng Planning & Housing	Progress Report/Completion Certificate
PD2	Basic Service Delivery and Infrastructure	Actions Supportive of the Human Settlement	To provide safe, adequate and habitable housing that is closer to amenities	B4.3	Provide regular inspections to the houses under construction		Building Inspection	%	% of inspections done within 4 days of receiving inspection form (buildings under construction)	•	•	•	100% of inspections done within 4 days of receiving inspection form (buildings under construction)	100%	100%	100%	100%		OPEX-Own funding	2,10 & 11	IDP / Mng Planning & Housing	Report on inspection done and time taken to perform it from date of receiving request
PD3	Basic Service Delivery and Infrastructure	Actions Supportive of the Human Settlement	To provide safe, adequate and habitable housing that is closer to amenities	B4.3	Provide regular inspections to the houses under construction		Building Inspection	Number	Number of report on illegal building submitted to Portfolio Committee	•	•	•	4 reports on illegal building submitted to the Portfolio Committee	1	1	1	1		OPEX-Own funding	2,10 & 11	IDP / Mng Planning & Housing	Illegal building report and Portfolio Committee Agenda
PD4	Basic Service Delivery and Infrastructure	Actions Supportive of the Human Settlement	To provide safe, adequate and habitable housing that is closer to amenities	B4.4	To provide low-cost Urban Houses		RDP Houses	Number	Number of progress report on the implementation of urban housing project (Belgrade Project) submitted to Portfolio Committee	•	•	•	4 Progress report on the implementation of housing project submitted to Portfolio Committee	1	1	1	1	39 820 677,00	CAPEX_Grant DHS	3,4 &5	IDP / Mng Planning & Housing	progress Report on urban housing project and Portfolio Committee Agenda where report submitted
PD5	Basic Service Delivery and Infrastructure	Actions Supportive of the Human Settlement	To provide safe, adequate and habitable housing that is closer to amenities	B4.4	To provide low-cost Urban Houses		Township Establishment Process and Implementation	Date	Date Township Establishment is approved by Council (portion 419- Ncotshane township)	•	•	•	Township Establishment approved by Council on or before 30 June 2020 for portion 419	N/A	N/A	N/A	30 Jun 19		OPEX-Own funding	10 & 2	IDP / Mng Planning & Housing	Council Resolution approving township establishment for portion 419
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY																						
NATIONAL KEY PERFORMANCE AREA : MUNICIPAL FINANCIAL VIABILITY AND MANAGMENT																						
OUTCOME 9 : IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY																						
BACK TO BASICS: PILLAR 4 SOUND FINANCIAL MANAGMENT																						
MUNICIPAL FINANCIAL VIABILITY & FINANCIAL MANAGEMENT																						
PD6	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	Support indigent community to access basic services	To ensure that assets are properly safeguarded, maintained and accounted for in the Municipal records	D4.2	Facilitate the transfer of all (property) assets not controlled by the Municipality to the rightful owners to enable property rates levying		Transfer of Properties (R293)		Number of reports on properties Transferred (R293) submitted to Council	•	•	•	4 reports on properties Transferred (R293) submitted to Council by 2020	1	1	1	1			10 & 2	IDP / Mng Planning & Housing	Council Resolution, Reports with Attendance Registers
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 5 : ENVIRONMENTAL SUSTAINABILITY																						
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 7: SPATIAL EQUITY																						
NATIONAL KEY PERFORMANCE AREA : CROSS CUTTING INTERVENTION																						
OUTCOME 9 : SINGLE WINDOW OF CO-ORDINATION ; ACTIONS SUPPORTIVE OF HUMAN SETTLEMENT OUTCOME																						
BACK TO BASICS: PILLAR 2 - DELIVERY BASIC SERVICES																						
CROSS CUTTING INTERVENTION																						
PD7	CROSS CUTTING INTERVENTIONS	Actions Supportive of the Human Settlement	Promote the Environment Conservation and management to ensure that adverse environmental impacts is prevented and mitigate	F1.1	To develop and implement an environmental management plan that addresses climate change amongst other things .		Develop Environmental Management Plan	Date	Date Environmental Management Plan adopted by Council	•	•	•	Environmental Management Plan adopted by Council on or before 30 June 2020				30-Jun				IDP / Mng Planning & Housing	Council Resolution approving the Environmental Management Plan Plus the Final copy of the Plan
PD8	CROSS CUTTING INTERVENTIONS	Actions Supportive of the Human Settlement	Promote the Environment Conservation and management to ensure that adverse environmental impacts is prevented and mitigate	F1.3	To conduct environmental awareness campaigns to communities.		Environmental campaigns	Number	Number of Environmental Campaigns conducted.	•	•	•	4 Environmental Campaigns conducted.	1	1	1	1				IDP / Mng Planning & Housing	Attendance Register/Report and Photos
PD9	CROSS CUTTING INTERVENTIONS	Actions Supportive of the Human Settlement	Promote the Environment Conservation and management to ensure that adverse environmental impacts is prevented and mitigate	F1.4	Review and enforce Environmental By laws		By-law development	Date	Date Environmental Management By-law adopted by Council	•	•	•	Date Environmental Management By-law adopted by Council				30-Jun				IDP / Mng Planning & Housing	Council Resolution approving the Environmental Management By-law and the Final copy of the By-law
PD10	CROSS CUTTING INTERVENTIONS	Actions Supportive of the Human Settlement	To plan areas for future development and formalisation	F3.1	Review the Spatial Development Plan for adoption by Council	OPC0012/ 7002	Review Spatial Development Framework (SDF)	Date SDF adopted by Council	Date Council adopted the reviewed SDF	•	•	•	Council Resolution adopting the reviewed SDF by 30 June 2020	N/A	N/A	N/A	30-Jun-19	150 000,00	OPEX-Own funding	All	IDP / Mng Planning & Housing	Council Resolution approved Reviewed SDF, Appointment Letter.
PD11	CROSS CUTTING INTERVENTIONS	Actions Supportive of the Human Settlement	To plan areas for future development and formalisation	F3.2	Review of Human Settlement Sector Plan	OPC0012/ 6001	Housing Sector Plan Review	Date	Date the Reviewed Housing Sector Plan is adopted by Council	•	•	•	Council Resolution adopting the Reviewed Sector Plan Housing Sector Plan by 30 June 2020	N/A	N/A	N/A	30-Jun-19	150 000,00	OPEX-Own funding	All	IDP / Mng Planning & Housing	Council Resolution approved Housing Plan and service provider appointment letter
PD12	CROSS CUTTING INTERVENTIONS	Actions Supportive of the Human Settlement	To ensure effective Land Use Management and Building Management	F5.1	Review and implementation of uPhongolo Land Use Scheme	OPC0012/ 7002	Wall to Wall Land Use Scheme and Implementation	Number	Number of Land Use Schemes and reports completed and submitted to Council	•	•	•	5 Land Use Schemes & Reports adopted by Council (Golela, Magudu, Sugar Mill, Pongola Town and Ncotshane Township) by 30 June 2020	N/A	N/A	N/A	5		OPEX-Own funding	all	IDP / Mng Planning & Housing	Council Resolution, Reports with Attendance Registers
PD13	CROSS CUTTING INTERVENTIONS	Actions Supportive of the Human Settlement	To ensure effective Land Use Management and Building Management	F5.3	Development of Risk Management Strategy relating to National Building regulations		Building Plan approval	%	% of building plans approved with 30 days of meeting all requirements	•	•	•	100% of building plans approved with 30 days of meeting all requirements	100%	100%	100%	100%		OPEX-Own funding	2,10 & 11	IDP / Mng Planning & Housing	Building plan register

UPHONGOLO MUNICIPALITY

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR 2019/2020

PLANNING DEVELOPMENT AND LOCAL ECONOMI DEVELOPMENT

SDBIP ref #	National KPA	Outcome 9	IDP Objectives	IDP REF No.	Strategy	Mscoa Project ref#	Project name (Mscoa)	Unit of Measure	Indicator	2017/2018 Demand	2017/2018 Baseline	2017/2018 Backlog	Annual Target 2019/2020	Quarter-1 Target due between 1 July 2019 - 30 September 2019 Target	Quarter-2 Target due between 1 October 2019 - 31 December 2019 Target	Quarter-3 Target due between 1 January 2020 - 31 March 2020 Target	Quarter-4 Target due Between 1 April 2020 - 30 June 2020 Target	Total Budget for the Year	Source of Funding	Ward	Unit / Reporting Responsibility	POE
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY																						
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3 : HUMAN AND COMMUNITY DEVELOPMENT																						
NATIONAL KEY PERFORMANCE AREA : GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS																						
OUTCOME 9 : DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM																						
BACK TO BASICS: PILLAR 1: PUTTING PEOPLE FIRST & PILLAR 3: GOOD GOVERNANCE																						
GOOG GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS																						
PD14	GOOD GOVERNANCE, PUBLIC PARTICIPATION	Single Window of Cordination	To promote and foster sound internal and external communication	E4.3	Development of an organisational strategic planning document	OPC0019	Strategic Planning	Number	Number of Strategic Planning meetings held	-	-	-	1 Strategic Planning meeting held	N/A	N/A	1	N/A	478886	OPEX-Own funding	All	IDP / Mng Planning & Housing	Attendance registers for the participants to the strategic planning meeting
PD15	GOOD GOVERNANCE, PUBLIC PARTICIPATION	Single Window of Cordination	To promote a municipal governance system that enhances and embraces the system of participatory Governance	E5.2	Development of a Credible Integrated Development plan within prescribed legislative guidelines	OPC0030	Development and Review of Integrated Development Plan (IDP)	Number	Number of Months from start of financial year to have the Intergrated development plan approved/adopted	-	-	-	9 or less months to adopting 2020/2021 IDP	N/A	N/A	N/A	9	491 551,00	OPEX-Own funding	All	IDP / Mng Planning & Housing	Council Resolution approving IDP
PD16	GOOD GOVERNANCE, PUBLIC PARTICIPATION	Single Window of Cordination	To promote a municipal governance system that enhances and embraces the system of participatory Governance	E5.2	Development of a Credible Integrated Development plan within prescribed legislative guidelines	OPC0030	Development and Review of Integrated Development Plan (IDP)	%	% of IDP credibility score obtained from Cogta IDP assessment	-	-	-	70% or > IDP credibility score achieved for the IDP assessment by Cogta	N/A	N/A	N/A	70% or >	491 551,00	OPEX-Own funding	All	IDP / Mng Planning & Housing	MEC IDP assessment letter with credibility score
PD17	GOOD GOVERNANCE, PUBLIC PARTICIPATION	Single Window of Cordination	To promote a municipal governance system that enhances and embraces the system of participatory Governance	E5.2	Development of a Credible Integrated Development plan within prescribed legislative guidelines	OPC0030	Development and Review of Integrated Development Plan (IDP)	Date	Date IDP process plan adopted by Council	-	-	-	IDP process Plan adopted by Council by 31 August 2019	31 Aug 19	N/A	N/A	N/A	491 551,00	OPEX-Own funding	All	IDP / Mng Planning & Housing	Council Resolution adopting the IDP process plan
PD18	GOOD GOVERNANCE, PUBLIC PARTICIPATION	Single Window of Cordination	To promote a municipal governance system that enhances and embraces the system of participatory Governance	E5.2	Development of a Credible Integrated Development plan within prescribed legislative guidelines	OPC0013	IDP Forum/Stakeholder Engagements (Public sector and private sector)	Number	Number of IDP Forum/stakeholder engagements held	-	-	-	2- IDP Forum/ stakeholder engagements held by 30 June 2020	N/A	1	1	N/A	407 858,00	OPEX-Own funding	All	IDP / Mng Planning & Housing	Attendance registers and minutes of the IDP Forum with stakeholders
PD19	GOOD GOVERNANCE, PUBLIC PARTICIPATION	Single Window of Cordination	To promote a municipal governance system that enhances and embraces the system of participatory Governance	E5.2	Development of a Credible Integrated Development plan within prescribed legislative guidelines	OPC0013	Public Participation	Number	Number of IDP/Budget road shows (public participation) held	-	-	-	1 IDP/Budget road show held by 30 June 2020	N/A	N/A	1	N/A	407 858,00	OPEX-Own funding	All	IDP / Mng Planning & Housing	Attendance Registers for the IDP/Budget Road Show
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH																						
NATIONAL KEY PERFORMANCE AREA : LOCAL ECONOMIC DEVELOPMENT																						
OUTCOME 9 : COMMINITY WORK PROGRAMME IMPLEMENTED AND CO-OPERATIVES SUPPORTED																						
BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST																						
LOCAL ECONOMIC DEVELOPMENT																						
PD20	LOCAL ECONOMIC DEVELOPMENT	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Create a conducive environment for Investing and SMME growth in Phongolo	C 1.2	Create marketing linkages via the Dube trade port, and Richards Bay port in Line with the new proposed railway and expanded N2 passing through Pongola to Richards Bay		SMMES support		Number of report on Updated database of SMMES & Informal traders	-	-	-	4 report on Updated database of SMMES & Informal traders	1	1	1	1			All	LED & Tourism / Manager LED & Tourism	Report on updated Data base for SMMEs
PD21	LOCAL ECONOMIC DEVELOPMENT	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Create a conducive environment for Investing and SMME growth in Phongolo	C 1.2	Create marketing linkages via the Dube trade port, and Richards Bay port in Line with the new proposed railway and expanded N2 passing through Pongola to Richards Bay	SSP0046	Tourism bronchure & Profiling/ branding	Date	Date Tourism broucher on uPhongolo profile completed	-	-	-	Tourism broucher on uPhongolo profile completed by 31 December 2019		31 Dec-19			221551	Opex_Internal	All	LED & Tourism / Manager LED & Tourism	Signed purchase agreement by all relevant parties
PD22	LOCAL ECONOMIC DEVELOPMENT	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Create a conducive environment for Investing and SMME growth in Phongolo	C 4.2	Formalization and training of cooperatives			Number	Number of training events held for SMMEs & Co-operatives	-	-	-	4 SMME training events held for SMMEs & Co-operatives	1	1	1	1		Opex_Internal	All	LED & Tourism / Manager LED & Tourism	Attendance Register for attendance at SMME's & co-operative event
PD23	LOCAL ECONOMIC DEVELOPMENT	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Create a conducive environment for Investing and SMME growth in Phongolo	C 1.3	Provide training to the unemployed communities			Number	Number of unemployeed people trained on various skills	-	-	-	300 unemployeed people trained on various skills	75	75	75	75			All	LED & Tourism / Manager LED & Tourism	Attendance Register for attendance
PD24	LOCAL ECONOMIC DEVELOPMENT	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Creation of sustainable jobs	C 4.1	Create employment opportunities through labour intensive schemes		LED strategy	Date	Date LED Strategy reviewed (aligned with the PGDS, EPWP & CWP) adopted	-	-	-	LED Strategy reviewed (aligned with the PGDS, EPWP & CWP) adopted by 30 June 2020	N/A	N/A	N/A	30 Jun	150000		All	LED & Tourism / Manager LED & Tourism	Council Resolution adopting the LED Strategy
PD25	LOCAL ECONOMIC DEVELOPMENT	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Creation of sustainable jobs	C 4.1	Create employment opportunities through labour intensive schemes	OPC0031	Job creation	Number	No. of jobs created through municipality's LED initiatives including capital projects	-	-	-	45 Jobs created through municipality's LED initiatives including capital projects by 30 June 2020	45	45	45	45	2 513 000,00	Grant -Opex	All	LED & Tourism / Manager LED & Tourism	Payroll reports
PD26	LOCAL ECONOMIC DEVELOPMENT	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Creation of sustainable jobs	C 4.1	Create employment opportunities through labour intensive schemes	OPC0031	Job creation	%	% of Youth employed on the EPWP program	-	-	-	90 % of Youth employed on the EPWP program	90%	90%	90%	90%	2 513 000,00	Grant -Opex	All	LED & Tourism / Manager LED & Tourism	% Calculation of youth employeed base on the Payroll report for EPWP staff
PD27	LOCAL ECONOMIC DEVELOPMENT	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Creation of sustainable jobs	C 4.1	Create employment opportunities through labour intensive schemes	OPC0031	Job creation	%	% of Women employed on the EPWP program	-	-	-	50 % of Women employed on the EPWP program	50%	50%	50%	50%	2 513 000,00	Grant -Opex	All	LED & Tourism / Manager LED & Tourism	% Calculation of women employeed base on the Payroll report for EPWP staff
PD28	LOCAL ECONOMIC DEVELOPMENT	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Creation of sustainable jobs	C 4.1	Create employment opportunities through labour intensive schemes	OPC0031	Job creation	%	% of People with Disability employed on the EPWP program	-	-	-	2 % of People with Disability employed on the EPWP program	2%	2%	2%	2%	2 513 000,00	Grant -Opex	All	LED & Tourism / Manager LED & Tourism	% Calculation of people with disability employeed base on the Payroll report for EPWP staff

UPHONGOLO MUNICIPALITY

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR 2019/2020

PLANNING DEVELOPMENT AND LOCAL ECONOMI DEVELOPMENT

SDBIP ref #	National KPA	Outcome 9	IDP Objectives	IDP REF No.	Strategy	Mscoa Project ref#	Project name (Mscoa)	Unit of Measure	Indicator	2017/2018			Annual Target 2019/2020	Quarter-1	Quarter-2	Quarter-3	Quarter-4	Total				
										Demand	Baseline	Backlog		Target due between 1 July 2019 - 30 September 2019	Target due between 1 October 2019 - 31 December 2019	Target due between 1 January 2020 - 31 March 2020	Target due between 1 April 2020 - 30 June 2020	Budget for the Year	Source of Funding	Ward	Unit / Reporting Responsibility	POE
														Target	Target	Target	Target					
PD29	LOCAL ECONOMIC DEVELOPMENT	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Creation of sustainable Jobs	C 4.1	Create employment opportunities through labour intensive schemes	OPC0076 OPC0075	Job creation	Number	Number of Jobs Created Through CWP cumulatively	•	•	•	1010 Jobs created through CWP	1010	1010	1010	1010	105200	Opex_Internal	All	LED & Tourism / Manager LED & Tourism	Payroll reports
PD30	LOCAL ECONOMIC DEVELOPMENT	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Creation of sustainable jobs	C 4.1	Create employment opportunities through labour intensive schemes		Job creation	Number	Number of Jobs Created Through LED initiatives incl Capital Projects (cumulatively)	•	•	•	175 Jobs Created through LED initiatives (incl Capital projects)	175	175	175	175			All	LED & Tourism / Manager LED & Tourism	reason for variance: There was no enough budgetallocated to the LED projects
PD31	LOCAL ECONOMIC DEVELOPMENT	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Increase the number of visitors to uPhongolo through integrated and targeted marketing	C2.2	Tourism promotion and facilitation		Tourism promotion	Number	Number of tourism promotional initiatives to attract more tourists to Pongola.	•	•	•	4 Tourism promotional initiatives to attract more tourists to Pongola.	1	1	1	1			All	LED & Tourism / Manager LED & Tourism	Report on the promotion or Attendance Register and Photos
PD32	LOCAL ECONOMIC DEVELOPMENT	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Increase the number of visitors to uPhongolo through integrated and targeted marketing	C2.2	Develop and revive tourism hubs and zones within uPhongolo		Tourism promotion	Number	Number of Community Tourism organisations/stakeholders meetings or workshops held	•	•	•	4 Community Tourism organisations/stakeholders meetings or workshops held	1	1	1	1			All	LED & Tourism / Manager LED & Tourism	Attendance register and minutes of meeting
PD33	LOCAL ECONOMIC DEVELOPMENT	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Increase the number of visitors to uPhongolo through integrated and targeted marketing	C2.1	Develop and revive tourism hubs and zones within uPhongolo		Development of Tourism facilities	Number	Number of project progress report submitted to grant funders	•	•	•	18 project progress report submitted to grant funders by 30 June 2020	5	3	3	3	6 000 000,00	CAPEX_Grant	All	LED & Tourism / Manager LED & Tourism	Project progress report
PD34	LOCAL ECONOMIC DEVELOPMENT	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Create a conducive environment for investing and SMME growth in Phongolo	C 1.2	Create marketing linkages via the Dube trade port, and Richards Bay port in Line with the new proposed railway and expanded N2 passing through Pongola to Richards Bay		Informal trading by-laws	Date	Date Informal trading by-law adopted by Council				Informal trading by-law adopted by Council on or before 30 June 2020	-	-	-	30 Jun				LED & Tourism / Manager LED & Tourism	Council Resolution / By-law
PD35	LOCAL ECONOMIC DEVELOPMENT	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Increase agricultural productivity	C 5.1	Drive Pongola tribal lands towards being South Africa's food basket using cooperatives and subsistence farming		Implementation of Agricultural Sector plan	Number	Number of progress reports on Agricultural activities/projects Implemented	•	•	•	4 progress reports on Agricultural support activities/projects Implemented	1	1	1	1				LED & Tourism / Manager LED & Tourism	Project progress report

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BUDGET AND TREASURY OFFICE

SDBIP ref #	National KPA	IDP Objectives	IDP REF No.	Strategy	Unit of Measure	Indicator	2017/2018 Demand	2017/2018 Baseline	2017/2018 Backlog	Annual Target 2018/2020	Quarter-1 Target due between 1 July 2019 - 30 September 2019	Quarter-2 Target due between 1 October 2019 - 31 December 2019	Quarter-3 Target due between 1 January 2020 - 31 March 2020	Quarter-4 Target due between 1 April 2020 - 30 June 2020	Total Budget for the Year	Source of Funding	Ward	POE
	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY																	
	NATIONAL KEY PERFORMANCE AREA : MUNICIPAL FINANCIAL VIABILITY AND MANAGMENT																	
	OUTCOME 9 : IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY																	
	BACK TO BASICS: PILLAR 4 SOUND FINANCIAL MANAGMENT																	
	MUNICIPAL FINANCIAL VIABILITY & FINANCIAL MANAGEMENT																	
BTO 1	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.1	Develop and implement measures to expand revenue base and generation.	%	% Revenue Growth - (Period under review's Total Revenue - previous period's Total Revenue)/ previous period's Total Revenue) x 100 - year-on-year or quarter-to-quarter	7%	#	@	15 % Revenue Growth by 30 June 2020	15%	15%	15%	15%	346mil	Opex & Capex-Mix sources	All	S 71 report table (c3 monthly budget statement
BTO 2	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.1	Develop and implement measures to expand revenue base and generation.	%	% Revenue Growth Excluding capital grants - (Period under review's Total Revenue Excluding capital grants- previous period's Total Revenue excluding capital grants)/ previous period's Total Revenue excluding capital grants) x 100 - - year-on-year or quarter-to-quarter	7%	#	@	9 % Revenue Growth Excluding capital grants by 30 June 2020	9%	9%	9%	9%	319mil	Opex- Mix sources	All	S 71 report table (c4 monthly budget statement and table c4
BTO 3	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.1	Develop and implement measures to expand revenue base and generation.	%	Actual Operating Revenue / Budget Operating Revenue x 100	95% - 100%	#	@	95% -100% Actual Operating Revenue over Budgeted Operating revenue by 30 June 2020	25% 30%	45%-50%	70%-80%	95%-100%	319mil	Opex- Mix sources	All	S 71 report table (c4 monthly budget statement and table c4
BTO 4	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.1	Develop and implement measures to expand revenue base and generation.	Date	Date valuation roll implemented	01-Jul	#	@	valuation roll Implemented by 01 July 2020 on the billing system	01-Jul	-	-	-		Opex-Internal	2, 10 & 11	supplimentary valuation roll adjustment notice letters signed with effective date
BTO 5	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure	%	% I, F &W, U Expenditure Incurred -(Irregular, Fruitless and Wasteful and Unauthorised Expenditure) / Total Operating Expenditure x100	0%	#	@	0% Irregular, Fruitless and Wasteful and Unauthorised Expenditure Expenditure Incurred by 30 June 2020	0%	0%	0%	0%		Opex-Internal	All	report to the mayor on implementation of supply chain management policy sec 52d
BTO 6	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure	%	% staff cost over OPEX incurred - Remuneration (Employee Related Costs and Councillors' Remuneration)/Total Operating Expenditure x100	25% - 40%	#	@	25 - 40% staff cost over OPEX incurred by 30 June 2020	15% - 40%	20% - 40%	25% - 40%	25% - 40%	102 mil	Opex-Internal	All	S 71 report table c4
BTO 7	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure	%	% Contract Serv incurred over OPEX - Contracted Services / Total Operating Expenditure x100	2% - 5%	#	@	2%-5% Contract Serv incurred over OPEX by 30 June 2020	2% - 5%	2% - 5%	2% - 5%	2% - 5%	79 mil	Opex- Mix sources	All	S 71 report table c4
BTO 8	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure	%	% CAPEX BUDGET SPENT - Actual capital Expenditure / Budget Capital Expenditure x 100	95% - 100%	#	@	95%-100% CAPEX BUDGET SPENT by 30 June 2020	20%-25%	45%-50%	70%-75%	95%-100%	37 mil	Capex-mix sources	All	S 71 report table c5
BTO 9	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure	%	% OPEX Budget spent - Actual Operating Expenditure / Budgeted Operating Expenditure x 100	96% - 100%	#	@	95% -100% OPEX Budget spent by 30 June 2020	20%-25%	45%- 50%	70%-75%	95%-100%	335 mil	Opex-mix sources	All	S 71 report table c4
BTO 10	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure	Number	Number of Income and Expenditure reports sent to Heads of Department	60	#	@	60 Income and Expenditure reports sent to Heads of Department by 30 June 2020	15	15	15	15		Opex-mix sources	All	Distribution list for Income and Expenditure Report to Heads of Departments
BTO 11	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure	Number	Number of budget statement (S71/72) reports submitted to treasury	12	#	@	12 budget statement (S71/72) reports submitted to treasury by 30 June 2020	3	3	3	3		Opex-mix sources	All	Delivery proof/email proof
BTO 12	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure	%	% of grant expenditure reports submitted to grant funders	100%	#	@	100 % of grant expenditure reports submitted to grant funders by 30 June 2020	100%	100%	100%	100%		Opex-mix sources	All	grant expenditure report/ proof of submission
BTO 13	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.3	Develop and implement measures to reduce the level of debt owed to the municipality	Number in days	Number of Net Debtors Days - ((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) x 365	30	#	@	30 or < Net Debtors Days by 30 June 2020	30 or <	30 or <	30 or <	30 or <			All	Debtor Age analysis
BTO 14	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.3	Develop and implement measures to reduce the level of debt owed to the municipality	Number	Number of monthly disconnection report done	12	12	-	12 disconnection report (1 per month) by 30 June 2020	3	3	3	3			All	Signed Disconnection reports
BTO 15	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.3	Develop and implement measures to reduce the level of debt owed to the municipality	%	% Collection Rate - (Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue x 100	93%-95%	#	@	95% -100% Collection Rate by 30 June 2020	95%-100%	95%-100%	95%-100%	95%-100%		Opex-mix sources	All	section 71 report
BTO 16	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.3	Develop and implement measures to reduce the level of debt owed to the municipality	%	% of outstanding service debtors to annual revenue from services	0%-26%	#	@	0% -26% of outstanding service debtors to annual revenue from services by 30 June 2020	0%-26%	0%-26%	0%-26%	0%-26%		Opex-mix sources	All	Debtor Age analysis
BTO 17	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.4	Improve cash and debtors management	Number	Number of Current Assets / Current Liabilities	1.5 - 2:1	#	@	1.5 -2 : 1 Current Asset ratio by 30 June 2020	1.5 - 2:1	1.5 - 2:1	1.5 - 2:1	1.5 - 2:1			All	section 71 report
BTO 18	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.4	Improve cash and debtors management	Number in months	Cash / Cost Coverage Ratio In Months - ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	1 - 3 Months	#	@	1 - 3 Cash / Cost Coverage Ratio In Months by 30 June 2020	1-3	1-3	1-3	1-3			All	Section 71 report/ Circular 71 Template report
BTO 19	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.4	Improve cash and debtors management	Number in months	Number of Monthly cash flow projection report prepared	12	0	12	12 Monthly cash flow projection reports prepared by 30 June 2020	3	3	3	3				Monthly cash flow projection
BTO 20	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.4	Improve cash and debtors management	Number	Debt coverage rate - (Total operating revenue less operating grants)/ Debt service payment	40 x	#	@	30 x to 40 times Debt coverage rate by 30 June 2020	-	-	-	30x -40x			All	Section 71 report/ Circular 71 Template report
BTO 21	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.4	Improve cash and debtors management	%	% Cash Backed Reserves - (Cash and Cash Equivalents - Bank overdraft + Short Term Investment + Long Term Investment - Unspent grants) / (Net Assets - Accumulated Surplus - Non Controlling Interest Share Premium - Share Capital - Fair Value Adjustment - Revaluation Reserve) x 100	100%	#	@	100% % Cash Backed Reserves by 30 June 2020	100%	100%	100%	100%			All	Section 71 report/ Circular 71 Template report

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BUDGET AND TREASURY OFFICE

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BTO 22	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.5	Zero tolerance to non-compliance on third party payments	Number in days	Number of Creditors Payment Period in days - Trade Creditors Outstanding / Credit Purchases (Operating and Capital) x 365	30	#	@	30 Creditors Payment days by 30 June 2020	30	30	30	30			All	Creditors Age analysis
BTO 23	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To apply good financial management in dealings with municipal finances	D1.5	Zero tolerance to non-compliance on third party payments	Number	Number of VAT returns submitted to SARS	12	#	@	12 VAT returns submitted to SARS by 30 June 2020	3	3				Opex-mix sources	All	VAT 201 return submitted
BTO 24	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To enforce a fair and legislatively compliance SCM policy	D2.1	Enhance contract management	%	Number of report on updated contract register submitted	100%	#	@	12 reports on contract register updated and submitted by 30 June 2020	3	3	3	3			All	Contract register
BTO 25	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To enforce a fair and legislatively compliance SCM policy	D2.2	Apply fairness, equitability, competitiveness, transparency & cost effectiveness principles in obtaining goods and services.	Date	Date SCM policy reviewed	31-Mar	#	@	SCM policy reviewed and adopted by Council by 31 March 2020	-	-	31-Mar	-			All	Council Resolution adopting SCM policy
BTO 26	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To enforce a fair and legislatively compliance SCM policy	D2.2	Apply fairness, equitability, competitiveness, transparency & cost effectiveness principles in obtaining goods and services.	%	% of bid specification finalised vs current year project/capital items	100%	#	@	100% of bid specifications finalised for all current year projects by 30 June 2020	35%	70%	100%	-			All	BSC minutes, Bid Register vs procurement plan
BTO 27	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To enforce a fair and legislatively compliance SCM policy	D2.2	Apply fairness, equitability, competitiveness, transparency & cost effectiveness principles in obtaining goods and services.	%	% of bid evaluated within 3 weeks of bid closing date.	100%	#	@	90% of bids evaluated within 3 weeks of bid closing by 30 June 2020	90%	90%	90%	90%			All	BEC minutes vs BSC prior minutes
BTO 28	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To enforce a fair and legislatively compliance SCM policy	D2.2	Apply fairness, equitability, competitiveness, transparency & cost effectiveness principles in obtaining goods and services.	%	% of bid adjudicated within 3 weeksof bid evaluation date.	100%	#	@	90 % of bid adjudicated within 3 weeks of bid evaluation date. by 30 June 2020	90%	90%	90%	90%			All	BAC minutes vs BEC prior minutes
BTO 29	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To enforce a fair and legislatively compliance SCM policy	D2.2	Apply fairness, equitability, competitiveness, transparency & cost effectiveness principles in obtaining goods and services.	Number	Number of Quarterly report on the implementation of SCM policy reported to Council	4	#	@	4 report on the implementation of SCM policy reported to Council by 30 June 2020	1	1	1	1			All	Council resolution noting deviations
BTO 30	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To enforce a fair and legislatively compliance SCM policy	D2.2	Apply fairness, equitability, competitiveness, transparency & cost effectiveness principles in obtaining goods and services.	Date	Date the Organisational procurement plan approved	30-Sep	#	@	Organisational procurement plan approved by the CFO on or before 31 May 2020	-	-	-	31-May			All	Final procurement plan signed by the CFO
BTO 31	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To budget and report on all Municipal financial transactions according to legislation	D3.1	Ensure that budget is informed by the IDP	Date	Date Draft budget tabled approved by Council	31/03 Draft	#	@	Draft budget tabled approved by Council on or before 31 March 2020	-	-	31-Mar	-			All	Council resolution on draft and final budget
BTO 32	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To budget and report on all Municipal financial transactions according to legislation	D3.1	Ensure that budget is informed by the IDP	Date	Date Final Budget approved by Council	31-May	#	@	Final Budget approved by Council on or before 31 May 2020	-	-	-	31-May			All	Council resolution on draft and final budget
BTO 33	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To budget and report on all Municipal financial transactions according to legislation	D3.1	Ensure that budget is informed by the IDP	Number	Number of meetings conducted to review the Rates and Tariffs (Budget Road Shows)	1	#	@	1 meeting conducted to review the Rates and Tariffs (Budget Road Shows) by 30 June 2020	-	-	1	-			All	minutes of meeting / attendance register
BTO 34	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To budget and report on all Municipal financial transactions according to legislation	D3.1	Ensure that budget is informed by the IDP	%	% Repairs and maintenance expenditure over PPE & Inv Prop carrying amount - Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	8%	#	@	8% of Repairs and maintenance expenditure over PPE & Inv Prop carrying amount by 30 June 2020	2%	4%	6%	8%	31 mil	Opex	All	Report on % Budgeted vs Value of Assets (PPE & Invest Prop), Draft and Final Budget
BTO 35	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To budget and report on all Municipal financial transactions according to legislation	D3.2	Ensure that all departmental units targets from the IDP are suitably financed	Number	Number of Budget Steering Committee meeting held	4	#	@	2 Budget Steering Committee meeting held by 30 June 2020	-	-	1	1			All	Attendance register, minutes of the meeting

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BUDGET AND TREASURY OFFICE

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BTO 36	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To budget and report on all Municipal financial transactions according to legislation	D3.3	Synergize budgeting with strategy and community priorities	Number	Number of wards consulted on the budget prior to approval	15	#	@	15 wards consulted on the Annual budget prior to approval by 30 June 2020	-	-	-	1			All	Adverts, attendence register, minutes of meeting, reports
BTO 37	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To budget and report on all Municipal financial transactions according to legislation	D3.4	Timeously report on financial matters as legislated/regulated.	Date	Date Mid-Year budget review approved by Council	21-Jan	#	@	Mid-Year budget reviewed approved by Council on or before 25 January 2020	-	-	21-Jan	-			All	Council resolution adopting mid-year report
BTO 38	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To budget and report on all Municipal financial transactions according to legislation	D3.4	Timeously report on financial matters as legislated/regulated.	Date	Date adjustment budget approved	26-Feb	#	@	Adjustment budget approved by Council on or before 25 February 2020	-	-	26-Feb	-			All	Council resolution approving adj budget
BTO 39	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To budget and report on all Municipal financial transactions according to legislation	D3.4	Timeously report on financial matters as legislated/regulated.	Date	Date 2016/17 Financial years AFS submitted to Auditor General	31-Aug	#	@	2018/19 Financial years AFS submitted to Auditor General on or before 31 August 2019	31-Aug	-	-	-			All	AG confirm of Receipt
BTO 40	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To budget and report on all Municipal financial transactions according to legislation	D3.5	Implement Mscoa	Number	Number of mSCOA report back on implementation submitted to Council	4	#	@	4 mSCOA report back on implementation submitted to Council by 30 June 2020	1	1	1	1			All	Council Agenda and minutes
BTO 41	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To budget and report on all Municipal financial transactions according to legislation	D3.5	Implement Mscoa	Number	Number of Mscoa steering committee meetings held	4	#	@	4 Mscoa steering committee meetings held by 30 June 2020	1	1	1	1			All	Attendance register/ minutes of meeting
BTO 42	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To ensure that assets are properly safeguarded, maintained and accounted for in the Municipal records	D4.1	To account for all assets owned by the municipality	Number	Number of times the asset verification is done	2	#	@	4 times the asset verification is done by 30 June 2020	1	1	1	1			All	Asset Count report and Jnl adjustments/Asset register
BTO 43	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To ensure that assets are properly safeguarded, maintained and accounted for in the Municipal records	D4.1	To account for all assets owned by the municipality	Number	Number of monthly asset register reconciliations done	12	#	@	12 monthly asset register reconciliations done by 30 June 2020	3	3	3	3			All	Signed monthly Asset Register and Ledger reconciliations
BTO 44	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To ensure that assets are properly safeguarded, maintained and accounted for in the Municipal records	D4.1	To account for all assets owned by the municipality	Number	Quarterly reviews and updated of assets insured in the Insurance Policy	4	#	@	4 reviews and updated of assets insured in the Insurance Policy by 30 June 2020	1	1	1	1			All	Correspondence with insurance provider on additionally insured assets
BTO 45	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To ensure that assets are properly safeguarded, maintained and accounted for in the Municipal records	D4.3	All properties owned and rented out to yield a market related return	%	% of leased properties with valid lease agreements	100%	#	@	100 % of leased properties with valid lease agreements by 30 June 2020	100%	100%	100%	100%			All	Leased property list with related lease agreements
BTO 46	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To ensure that assets are properly safeguarded, maintained and accounted for in the Municipal records	D4.4	Establish own fleet with effective tracking system	Date	Date Asset Management Policy approved by Council	31-Mar	#	@	Asset Management Policy approved by Council on or before 31 March 2020	-	-	31-Mar	-			All	Council Resolution adopting policy
BTO 47	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To ensure that assets are properly safeguarded, maintained and accounted for in the Municipal records	D4.5	To conduct annual impairment test and effect disposal of redundant assets.	Number	Number of Disposal Committee meetings held	2	#	@	2 Disposal Committee meetings held by 30 June 2020	1	-	-	1			All	Appointment letter, minutes of meeting

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BUDGET AND TREASURY OFFICE

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	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT																	
	GOAL 4: STRATEGIC INFRASTRUCTURE																	
	NATIONAL KEY PERFORMANCE AREA : BASIC SERVICE DELIVERY & INFRASTRUCTURE																	
	OUTCOME 9 : IMPROVED ACCESS TO BASIC SERVICES																	
	BACK TO BASICS: Pillar 2 - DELIVERING BASIC SERVICES																	
BTO 48	Basic Service Delivery	Ensure provision of Electricity/alternative energy in a sustainable manner	B1.1	To provide an efficient and cost effective electricity distribution or alternative energy to all mandated areas in Phongolo.	%	% Free Basic Services budget spent	%	#	@	95% - 100% Free Basic Services budget spent by 30 June 2020	20%-25	40%-45%	70%-75%	95%-100%	2675929	Opex-Internal	All	Indigent register / Eskom report on FBE provided
BTO 49	Basic Service Delivery	Ensure provision of Electricity/alternative energy in a sustainable manner	B1.1	To provide an efficient and cost effective electricity distribution or alternative energy to all mandated areas in Phongolo.	Date	Date Indigent Register approved	30-Sep	#	@	Indigent Register approved by Council on or before 31 May 2020	-	-	-	31-May-20	2675929	Opex-Internal	All	Council resolution approving the indigent register
BTO 50	Basic Service Delivery	To control waste management including water contamination	B3-3	Ensure that all refuse is timeously removed from source to waste management centre	Number	Number of Consumer accounts with refuse rebates	1000	#	@	1500 Consumer accounts with refuse rebates by 30 June 2020	600	1000	1200	1500	2675929	Opex-Internal	All	Indigent register /Billing report
BTO 51	Basic Service Delivery	To control waste management including water contamination	B3-3	Ensure that all refuse is timeously removed from source to waste management centre	Number	Number of Consumer accounts with property rates rebates	1000	#	@	1200 Consumer accounts with property rates rebates by 30 June 2020	600	800	900	1200	2675929	Opex-Internal	All	Indigent register /Billing report
	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY																	
	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3 : HUMAN AND COMMUNITY DEVELOPMENT																	
	NATIONAL KEY PERFORMANCE AREA : GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS																	
	OUTCOME 9 : DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM																	
	BACK TO BASICS: PILLAR 1: PUTTING PEOPLE FIRST & PILLAR 3: GOOD GOVERNANCE																	
	GOOG GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS																	
BTO 52	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To ensure that the risk maturity of the organisation is at an enabled level (risk management and internal control fully embedded into the operations of the organisation, high level understanding of risk, effective risk management system)	E7.2	Risk Management Committee meetings are conducted on quarterly basis	%	% of AG queries resolved	100%	#	@	100% of AG queries resolved by 30 June 2020	-	-	50%	100%		Opex-Internal	All	AG action plan updated
BTO 53	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Promote good governance, accountability and transparency	E 1.2	Facilitate Functionality of Audit Committee	Date	Type of audit opinion received - (clean audit - best, unquilified - acceptable) Prior year AFS	30-Dec	#	@	Clean/unqualified Audit Opinion received by 31 December 2019	-	Clean /unqualified	-	-	1472800	Opex-Internal	All	AG audit opinion
BTO 54	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To promote and foster sound internal and external communication	E6.1	Review and implementation of communications strategy to help the organisation to communicate effectively and meet core organisation objectives	Number	Number of staff meeting held	11	#	@	11 staff meetings held by 30 June 2020	3	2	2	3		Opex-Internal	All	Attendance register, Minutes of meeting
BTO 55	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To promote and foster sound internal and external communication	E6.1	Review and implementation of communications strategy to help the organisation to communicate effectively and meet core organisation objectives	Number	Number of Portfolio committee meetings held	11	#	@	11 Portfolio committee meetings held by 30 June 2020	3	2	3	3		Opex-Internal	All	Signed attendance Register and minutes of meetings
BTO 56	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To promote and foster sound internal and external communication	E6.2	Facilitate functionality of IGR Structures	number	Number of IGR meetings attended	4	#	@	4 IGR meetings attended by 30 June 2020	1	1	1	1		Opex-Internal	All	Attendance register/ minutes of meeting/ invitation

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SDBIP ref #	National KPA	IDP Objectives	IDP REF No.	Strategy	Mscoa Project ref#	Project name (Mscoa)	Unit of Measure	Indicator	2017/2018 Demand	2017/2018 Baseline	2017/2018 Backlog	Annual Target 2019/2020	Quarter-1 Target due between 1 July 2019 - 30 September 2019 Target	Quarter-2 Target due between 1 October 2019 - 31 December 2019 Target	Quarter-3 Target due between 1 January 2020 - 31 March 2020 Target	Quarter-4 Target due between 1 April 2020 - 30 June 2020 Target	Total Budget for the Year	Source of Funding	Ward	Unit / Reporting Responsibility	POE
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT																					
GOAL 4: STRATEGIC INFRASTRUCTURE																					
NATIONAL KEY PERFORMANCE AREA : BASIC SERVICE DELIVERY & INFRASTRUCTURE																					
OUTCOME 9 : IMPROVED ACCESS TO BASIC SERVICES																					
BACK TO BASICS: Pillar 2 - DELIVERING BASIC SERVICES																					
BASIC SERVICE DELIVERY & INFRASTRUCTURE																					
TCS 1	Basic Service Delivery and Infrastructure	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.4	Maintain libraries, parks and gardens on a continues basis	REPAIRS0009	Maintenance-Roads, Storm water & buildings	Number	Number of inspections on municipal building	-	-	-	4 inspections on municipal building by 30 June 2020	1	1	1	1	835 236,00	Opex-internal	All	Building maintenance / Artisan Builder	Building Inspection Report
TCS 2	Basic Service Delivery and Infrastructure	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.4	Maintain libraries, parks and gardens on a continues basis	REPAIRS0009	Maintenance-Roads, Storm water & buildings	Number	Average turn-around time (working days) to fix buildings complains (repairs)	-	-	-	30 days (calender days) average turn-around time to fix building complains (Reactive maintenance) by 30 June 2020	30	30	30	30	835 236,00	Opex-internal	All	Building maintenance / Artisan Builder	Report of complains lodged and time taken to fix in average in working days
TCS 3	Basic Service Delivery and Infrastructure	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.4	Maintain libraries, parks and gardens on a continues basis	REPAIRS0009	Maintenance-Roads, Storm water & buildings	Number	Number of Municipal Residential houses maintained	-	-	-	4 Municipal Residential houses maintained (pro-active based on Maintenance Plan) by 30 June 2020	1	1	1	1	835 236,00	Opex-internal	11	Building maintenance / Artisan Builder	Maintenace Report
TCS 4	Basic Service Delivery and Infrastructure	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.4	Maintain libraries, parks and gardens on a continues basis	REPAIRS0009	Maintenance-Roads, Storm water & buildings	Number	Number of Municipal (Office/Site) buildings maintained	-	-	-	2 Municipal (office/site) buildings maintained (Pro-active based on Maintenance Plan) by 30 June 2020	-	-	1	1	835 236,00	Opex-internal	All	Building maintenance / Artisan Builder	Maintenace Report
TCS 5	Basic Service Delivery and Infrastructure	Ensure provision of Electricity/alternative energy in a sustainable manner	B1.1	To provide an efficient and cost effective electricity distribution or alternative energy to all mandated areas in Phongolo.	ASSET0093 ASSET0096	Electricity provision	Number	Number of new consumer units with access to electricity (Eskom area)	-	-	-	350 of new consumer units with access to electricity (Eskom area) by 30 June 2020	-	-	-	350	8 500 000,00	INEP	9	Electricity/Electrical technician	Completion certificate/ Project closeout report/ Project progress report
TCS 6	Basic Service Delivery and Infrastructure	Ensure provision of Electricity/alternative energy in a sustainable manner	B1.1	To provide an efficient and cost effective electricity distribution or alternative energy to all mandated areas in Phongolo.	ASSET0089 ASSET0090 ASSET0091 ASSET0092 ASSET0093 ASSET0096	Electricity provision	Number	Number of progress report on electrification project	-	-	-	12 (monthly) progress report on electrification projects by 30 June 2020	3	3	3	3	8 500 000,00	INEP	9,7,10,1&3	Electricity/Electrical technician	Monthly progress report
TCS 7	Basic Service Delivery and Infrastructure	Ensure provision of Electricity/alternative energy in a sustainable manner	B1.2	Upgrading of old and dilapidated electricity infrastructure with an emphasis on solar energy whenever possible (public lighting amenities)	REPAIRS0001	Maintenance-Electricity	Date	Date electricity maintenance plan for 18/19 approved	-	-	-	electricity maintenance plan for 20/21 approved by 30 June 2020	-	-	-	30-Jun	3 328 801,00	OPEX- Internal	2,10 &11	Electricity/Electrical technician	Maintenance plan approved by HOD
TCS 8	Basic Service Delivery and Infrastructure	Ensure provision of Electricity/alternative energy in a sustainable manner	B1.2	Upgrading of old and dilapidated electricity infrastructure with an emphasis on solar energy whenever possible (public lighting amenities)	OPC0012			Date Electricity Sector Plan finalised	-	-	-	Electricity Sector Plan finalised by 30 June 2020	-	-	-	30-Jun	350 000,00	OPEX- Internal	All	Electricity/Electrical technician	Final Electricity Sector Plan/ Council Resolution
TCS 9	Basic Service Delivery and Infrastructure	Ensure provision of Electricity/alternative energy in a sustainable manner	B1.2	Upgrading of old and dilapidated electricity infrastructure with an emphasis on solar energy whenever possible (public lighting amenities)	REPAIRS0001 REPAIRS0010 REPAIRS0011 REPAIRS0012	Maintenance-Electricity	%	Number of quartely report on Electrical Infrastructure maintenance	-	-	-	4 Quartly report on Electrical Infrastructure maintenance (Pro-active and Re-active) by 30 June 2020	1	1	1	1	3 328 801,00	OPEX- Internal	2,10 &11	Electricity/Electrical technician	Report on achievement of maintenance plan
TCS 10	Basic Service Delivery and Infrastructure	Ensure provision of Electricity/alternative energy in a sustainable manner	B1.2	Upgrading of old and dilapidated electricity infrastructure with an emphasis on solar energy whenever possible (public lighting amenities)	REPAIRS0010 REPAIRS0012	Maintenance-Electricity	Number	Number of inspection reports on faulty street lights and status	-	-	-	12 inspection reports on faulty street lights and status by 30 June 2020	3	3	3	3	569 700,00	OPEX- Internal	2,10 &11	Electricity/Electrical technician	Report on street light inspections
TCS 11	Basic Service Delivery and Infrastructure	Ensure provision of Electricity/alternative energy in a sustainable manner	B1.3	Develop a rapid response team in-house to diagnose and solve electrical faults and prevent loss thereof	REPAIRS0001 REPAIRS0010 REPAIRS0011 REPAIRS0012	Maintenance-Electricity	%	% of electrical faults and interruptions resolved within 24 hour	-	-	-	100% of electrical faults and interruptions resolved within 24 hour by 30 June 2020	100%	100%	100%	100%	3 328 801,00	OPEX- Internal	2,10 &11	Electricity/Electrical technician	Complain Register/Report on repairs done

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TCS 12	Basic Service Delivery and Infrastructure	Ensure provision of Electricity/alternative energy in a sustainable manner	B1.4	Replace old and malfunctioning meters	**	Maintenance-Electricity	Number	Average turn-around time (Calendar days) to fix/replace faulty meter	*	*	*	30 days average turn-around time (Calendar days) to fix/replace faulty meter by 30 June 2020	30 days	30 days	30 days	30 days	500 000,00	OPEX- Internal	2,10 &11	Electricity/Electrical technician	Report of faulty meter showing reported dated to date fixed/replaced.
TCS 13	Basic Service Delivery and Infrastructure	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and Infrastructure	ASSET0033	Creches and pre-school construction	Number	Number of pre-schools/crèches constructed & completed	15	*	*	2 Phase 2 pre-schools/crèches projects completed by 30 June 2020 (Mashulu and Sithwelekanzima projects)				2	1 480 000,00	Capex- MIG	13 &10	PMU/ PMU Manager	Completion certificate/ Practical Completion Certificate/ Project progress report
TCS 14	Basic Service Delivery and Infrastructure	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and Infrastructure	ASSET0037 ASSET0028	Sport Facility construction	Number	Number of Sport complex completed	15	*	*	3 Sport Fields/Complex completed by 30 June 2020				3	6 001 000,00	Capex- MIG	15/8,3/6 &12	PMU/ PMU Manager	Completion certificate
TCS 15	Basic Service Delivery and Infrastructure	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and Infrastructure	ASSET0037 ASSET0028	Sport Facility construction	Number	Number of Sport complex completed	15	*	*	1 Phase 2 Sport Fields/Complex completed (Mkhwakhweni) by 30 June 2020				1	5 400 000,00	Capex- MIG	13	PMU/ PMU Manager	Completion certificate
TCS 16	Basic Service Delivery and Infrastructure	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and Infrastructure	MIG (all)	Managing capital projects	%	% of capital projects completed on time	100%	*	*	100% of Capital projects completed on time by 30 June 2020	100%	100%	100%	100%	26 888 900,00	Capex- MIG	All	PMU/ PMU Manager	Project Implemention plan vs completion certificate date
TCS 17	Basic Service Delivery and Infrastructure	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and Infrastructure	MIG (all)	Managing capital projects	%	% of capital projects started on time (current year projects only cummulatively)	100%	*	*	100% of Capital projects started on time by 30 June 2020	100%	100%	100%	100%	26 888 900,00	Capex- MIG	All	PMU/ PMU Manager	Project Implementation plan start time vs site hand over register
TCS 18	Basic Service Delivery and Infrastructure	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and Infrastructure	ASSET0020 ASSET0022	Construction of Community Halls	Number	Number of Community Halls Constructed	15			1 Community halls completed by30 June 2020				1	1 500 000,00	Capex - MIG	14	PMU/ PMU Manager	Completion certificate/ Project closeout report
TCS 19	Basic Service Delivery and Infrastructure	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and Infrastructure	ASSET0020 ASSET0022	Construction of Community Halls	Number	Number of Community Halls Constructed	15			1 Phase 2 Community halls completed (Kranskloof) by 30 June 2020				1	2 000 000,00	Capex - MIG	13	PMU/ PMU Manager	Completion certificate/ Project closeout report
TCS 20	Basic Service Delivery and Infrastructure	Ensure the optimal use, maintenance and equitable development	B5.2	Improve Access to Community Amenities and Infrastructure	ASSET0030	Construction of Taxi rank	Number	Number of Taxi Ranks constructed				1 Taxi Ranks constructed				1	5 099 999,00	Capex - MIG	11	PMU/ PMU Manager	Completion certificate/ Project closeout report
TCS 21	Basic Service Delivery and Infrastructure	To make all communities in uPhongolo accessible through the provision and maintenance of Access roads and storm water drains	B2.1	Implement access roads and storm water drains development and maintenance as per master plan	REPAIRS0007 'REPAIRS008 REPAIRS0009	Maintenance-Roads, Storm water & buildings	Date	Date operations and maintenance plan (Roads, Buildings & Storm Water) approved	*	*	*	Roads, storm water & building maintenance plan for 20/21 approved by 30 June 2020				30-Jun	9 304 929,00	Opex-Internal	All	Roads, Storm Water & Building/ Dir Tech	minutes of committee meeting and approved maintenance plan
TCS 22	Basic Service Delivery and Infrastructure	To make all communities in uPhongolo accessible through the provision and maintenance of Access roads and storm water drains	B2.3	Implement ad hoc maintenance for both gravel and tarred surfaces in rural, urban and township as per maintenance plan		Maintenance-Roads, Storm water & buildings	Number	Number (in Kilometres) of gravel road bladded	*	*	*	300 (in Kilometres) of gravel road re-gravelled or bladded by 30 June 2020	75	75	75	75	15 000 000,00	Opex-Internal	All	Roads/ Assistant Manager roads	Maintenance reports
CS 23	Basic Service Delivery and Infrastructure	To make all communities in uPhongolo accessible through the provision and maintenance of Access roads and storm water drains	B2.5	Review road construction and maintenance master plan annually	REPAIRS008	Maintenance-Roads, Storm water & buildings	Number	Number of monthly roads inspection reports submitted	*	*	*	12 Monthly Road Inspection reports submitted HOD by 30 June 2020	3	3	3	3	4 379 300,00	Opex-Internal	All	Roads/ Assistant Manager roads	Inspection report submitted to Head of Department
S 24	Basic Service Delivery and Infrastructure	To make all communities in uPhongolo accessible through the provision and maintenance of Access roads and storm water drains	B2.3	Implement ad hoc maintenance for both gravel and tarred surfaces in rural, urban and township as per maintenance plan	REPAIRS008	Maintenance-Roads, Storm water & buildings	Km	Km of tarred roads maintained	*	*	*	4 Km length of tarred roads resurfed per maintenance plan (Pro-active) by 30 June 2020	1	1		2	4 369 300,00	Opex-internal	2,10 &11	Roads/ Assistant Manager roads	Maintenance reports

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TCS 25	Basic Service Delivery and Infrastructure	To make all communities in uPhongolo accessible through the provision and maintenance of Access roads and storm water drains	B2.3	Implement ad hoc maintenance for both gravel and tarred surfaces in rural, urban and township as per maintenance plan	REPAIRS008	Maintenance-Roads, Storm water & buildings	M2	repairs to potholes on urban tarred road	•	•	•	300 number of potholes on tarred road Maintained (Reactive) by 30 June 2020	75	75	75	75	4 369 300,00	Opex-internal	2,10 &11	Roads/ Assistant Manager roads	Maintenance reports
TCS 26	Basic Service Delivery and Infrastructure	communities in uPhongolo accessible through the provision and maintenance of	B2.2	Clear all verge in storm water drains in CBD and township through EPWP	REPAIRS0007	Maintenance-Roads, Storm water & buildings	M	Linear meter of Storm water pipes maintained/cleaned				500 Linear meter length of storm water pipe maintained/cleaned by 30 June 2020	125	125	125	125	4 080 392,00	Opex-internal	2,10 &11	Roads/ Assistant Manager roads	Maintenance reports
TCS 27	Basic Service Delivery and Infrastructure	To make all communities in uPhongolo accessible through the provision and maintenance of	B2.2	Clear all verge in storm water drains in CBD and township through EPWP	REPAIRS0007	Maintenance-Roads, Storm water & buildings	M	Blocked Kerb Inlet maintained/cleaned				20 Blocked Kerb Inlet maintained/cleaned by 30 June 2020	5	5	5	5	4 080 392,00	Opex-internal	2,10 &11	Roads/ Assistant Manager roads	Maintenance reports
TCS 28	Basic Service Delivery and Infrastructure	To make all communities in uPhongolo accessible through the provision and maintenance of Access roads and storm water drains	B2.2	Clear all verge in storm water drains in CBD and township through EPWP	REPAIRS0007	Maintenance-Roads, Storm water & buildings	M	meter of Storm water drains maintained	•	•	•	500 meters length of Storm water V-drain and Channel maintained (by plant and/ or Manual clean-ups) by 30 June 2020	125	125	125	125	4 080 392,00	Opex-internal	All	Storm water/ Dir Tech	Maintenance reports

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	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY																				
	NATIONAL KEY PERFORMANCE AREA : MUNICIPAL FINANCIAL VIABILITY AND MANAGMENT																				
	OUTCOME 9 : IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY																				
	BACK TO BASICS: PILLAR 4 SOUND FINANCIAL MANAGMENT																				
	MUNICIPAL FINANCIAL VIABILITY & FINANCIAL MANAGEMENT																				
TCS 29	Financial Viability and Management	To budget and report on all Municipal financial transactions according to legislation	D3,5	Implement Mscoa	**	Mscoa implementation	Number	Number of Mscoa steering committee meetings attended by HOD	*	*	*	4 Mscoa steering committee meetings attended by HOD	1	1	1	1		Opex-Internal	All	Administration / Dir Tech	Attendance register and minutes of meetigs
TCS 30	Financial Viability and Management	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure	REPAIRS0009	Maintenance-Roads, Storm water & buildings	%	% building repairs/ maintenance budget spent	*	*	*	95%-100% building repairs/ maintenance budget spent by 30 June 2020	20%-25%	45%-50%	70%-75%	95%-100%	835 236,00	Opex-Internal	All	Building maintenance / Artisan Builder	S71 report
TCS 31	Financial Viability and Management	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure	BULK0001	Electricity sales	%	% of electricity losses to be within the 7% - 10% thresholds	*	*	*	electricity losses to be within the 7% - 10% thresholds by 30 June 2020	7%-10%	7%-10%	7%-10%	7%-10%	33 315 612,00	OPEX- Internal	11	Electricity/Electrical technician	S 71 report/ electricity purchases vs sale report
TCS 32	Financial Viability and Management	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure	ASSET0089 ASSET0090 ASSET0091 ASSET0092 ASSET0093 ASSET0098	Electricity provision	%	% Electricity Grant Budget Spent	*	*	*	95% -100% Electricity Grant Budget Spent by 30 June 2020	20%-25%	45%-50%	70%-75%	95%-100%	8 500 000,00	INEP-GRANT	9	Electricity/Electrical technician	S 71 report
TCS 33	Financial Viability and Management	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure	REPAIRS0001 REPAIRS0010 REPAIRS0011 REPAIRS0012	Maintenance-Electricity	%	% of the maintenance budget for Electrical spent	*	*	*	95%-100% maintenance budget for Electrical spent by 30 June 2020	20%-25%	45%-50%	70%-75%	95%-100%	3 328 801,00	OPEX- Internal	2,10 &11	Electricity/Electrical technician	S 71 report
TCS 34	Financial Viability and Management	To ensure that assets are properly safeguarded, maintained and accounted for in the Municipal records	D4.4	Establish own fleet with effective tracking system	REPAIRS0003 REPAIRS004 REPAIRS005 REPAIRS0006	Maintenance-Motor vehicles	Number	Number of reports on vehicle & plant inspections	*	*	*	12 report on vehicle & plant inspections done by 30 June 2020	3	3	3	3	1 968 050,00	Opex-Internal	All	Mechanic Workshop / Mechanical Tech	Inspection reports
TCS 35	Financial Viability and Management	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure	REPAIRS0003 REPAIRS004 REPAIRS005 REPAIRS0006	Maintenance-Motor vehicles	%	% Plant and Vehicles repairs budget spent	*	*	*	95%-100% Plant and Vehicles repairs budget spent by 30 June 2020	20%-25%	45%-50%	70%-75%	95%-100%	1 968 050,00	Opex-Internal	All	Mechanic Workshop / Mechanical Tech	S71 report
TCS 36	Financial Viability and Management	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure	**	Managing capital projects	%	% of capital projects completed within budget (awarded budget/tender value)	100%	*	*	100% of Captial projects completed within budget by 30 June 2020	100%	100%	100%	100%	26 886 000,00	Capex- MIG	All	PMU/ PMU Manager	Project implemention plan vs completion certificate expenditure
TCS 37	Financial Viability and Management	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure	MIG (all)	Managing capital projects	%	% Municipal Infrastructure Grant (MIG) budget spent on Capital Infrastructure	100%	*	*	95%-100% Municipal Infrastructure Grant (MIG) budget spent on Capital Infrastructure by 30 June 2020	20%-25%	45%-50%	70%-75%	95%-100%	26 886 000,00	Capex- MIG	All	PMU/ PMU Manager	S71 report
TCS 38	Financial Viability and Management	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure	REPAIRS0007 'REPAIRS008' REPAIRS0011	Maintenance-Roads, Storm water & buildings	%	% of the maintenance budget for Roads & Stormwater spent	*	*	*	95%-100% maintenance budget for Roads & Stormwater spent by 30 June 2020	20%-25%	45%-50%	70%-75%	95%-100%	24 425 121,00	Opex-Internal	All	Roads/ Assistant Manager roads	S 71 Report

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	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY																				
	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3 : HUMAN AND COMMUNITY DEVELOPMENT																				
	NATIONAL KEY PERFORMANCE AREA : GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS																				
	OUTCOME 9 : DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM																				
	BACK TO BASICS: PILLAR 1: PUTTING PEOPLE FIRST & PILLAR 3: GOOD GOVERNANCE																				
	GOOG GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS																				
TCS 39	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To promote and foster sound internal and external communication	E6.1	Review and implementation of communications strategy to help the organisation to communicate effectively and meet core organisation objectives	**	Office admin	Number	Number of departmental/Unit/Sectional staff meetings	*	*	*	10 Deparamental/Unit/Sectional staff meetings held by 30 June 2020	3	2	2	3		Opex-Internal	All	Administration / Dir Tech	Attendance register and minutes of meetigs
TCS 40	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To promote and foster sound internal and external communication	E6.1	Review and implementation of communications strategy to help the organisation to communicate effectively and meet core organisation objectives	**	Reporting to committes	Number	Number of Portfolio committee meetings helds	*	*	*	4 Portfolio committee meetings helds	1	1	1	1		Opex-Internal	All	Administration / Dir Tech	Attendance register and minutes of meetigs
TCS 41	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To promote and foster sound internal and external communication	E6.2	Facilitate functionality of IGR Structures	**	IGR meetings	Number	Number of District IGR meetings attended	*	*	*	4 District IGR meetings attended	1	1	1	1		Opex-Internal	All	Administration / Dir Tech	Attendance register and minutes of meetigs
TCS 42	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To promote and foster sound internal and external communication	E6.1	Review and implementation of communications strategy to help the organisation to communicate effectively and meet core organisation objectives	MIG (all)	Managing capital projects	Number	Number of project progress report submitted to portfolio	4	4	0	4 project progress report submitted to portfolio committee by 30 June 2020	1	1	1	1	26 888 900,00	Capex- MIG	All	PMU/ PMU Manager	Project progress report and Portfolio committee agenda

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	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY																				
	NATIONAL KEY PERFORMANCE AREA : MUNICIPAL FINANCIAL VIABILITY AND MANAGMENT																				
	OUTCOME 9 : IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY																				
	BACK TO BASICS: PILLAR 4 SOUND FINANCIAL MANAGMENT																				
	MUNICIPAL FINANCIAL VIABILITY & FINANCIAL MANAGEMENT																				
CPS 1	Financial Viability and Management	To apply good financial management in dealings with municipal finances	D1 .2	To control and account for all Municipal expenditure			%	% of staff costs VS OPEX	40%			≤ 40% for staff costs expenditure VS OPEX	25%-40%	25%-40%	25%-40%	25%-40%	105 517 228	Opex- Mix Sources	Administration / Dir Corporate Serivices	All	Expenditure report - S71
CPS 2	Financial Viability and Management	To apply good financial management in dealings with municipal finances	D1 .2	To control and account for all Municipal expenditure			%	% of Capital Budget Spent	100%			% of Capital Budget Spent	15%-20%	40%-45%	70%-75%	95%-100%	3 615 900	Capital-own	Administration / Dir Corporate Serivices	All	Expenditure report - S71
CPS 3	Financial Viability and Management	To apply good financial management in dealings with municipal finances	D1 .2	To control and account for all Municipal expenditure	OPC0003	Training fees	%	% of budget spent on implementation of WSP	100%			95%-100% Work Skills Plan Budget Spent	10%-15%	45%-50%	70%-75%	95%-100%	2 000 000	Opex-Internal	HUMAN RERSOURCE SECTION/ HR Manager	All	Expenditure report - S71
CPS 4	Financial Viability and Management	To ensure that assets are properly safeguarded, maintained and accounted for in the Municipal records	D4.4	Establish own fleet with effective tracking system			Number	Number of Fleet Management Report prepared	12	4	@	12 Fleet Management Reports prepared	3	3	3	3		N/A	Administration / Fleet General Assistance	All	Monthly Fleet Report signed by SCM Manager and CFO
	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY																				
	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3 : HUMAN AND COMMUNITY DEVELOPMENT																				
	NATIONAL KEY PERFORMANCE AREA : GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS																				
	OUTCOME 9 : DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM																				
	BACK TO BASICS: PILLAR 1: PUTTING PEOPLE FIRST & PILLAR 3: GOOD GOVERNANCE																				
	GOOG GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS																				
CPS 5	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Promote good governance, accountability and transparency	E 1.1	Promotion of effective, timeous and efficient communication with both internal and external stakeholders			Number	Number of Staff Meetings held by 30 June 2018	12			11 staff meeting held by 30 June 2020	2	2	3	3		N/A	Administration / Dir Corporate Serivices	All	Attendance register and minutes of meeting
CPS 6	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Placing the primary focus on addressing the needs of communities within the municipality	E 2.1	Strengthening of oversight structures of council to ensure full functionality			Number	Average turnaround time to distribute agenda Ordinary Meeting(council&portfolio)	5 days			Agenda distributed 5 working days before Ordinary Meeting(council&portfolio)	5	5	5	5		N/A	SECRITARIAN SUPPORT SERVICES / Snr Committee Officer	All	distribution register
CPS 7	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Placing the primary focus on addressing the needs of communities within the municipality	E 2.1	Strengthening of oversight structures of council to ensure full functionality			percentage	% meetings with minutes of previous meeting presented	100%			100% meetings with minutes of previous meeting presented	100%	100%	100%	100%		N/A	SECRITARIAN SUPPORT SERVICES / Snr Committee Officer	All	minutes of previous meeting
CPS 8	GOOD GOVERNANCE, COMMUNITY PARTICIPATION	Placing the primary focus on addressing the needs of communities within the municipality	E 2.4	Monitor customer complains & provide feed back			Number	Number of report on complaints/ compliments				4 report on complaints/ compliments	1	1	1	1		N/A	Customer Care/ Customer care officer	All	Report on public complains / compliments
CPS 9	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Placing the primary focus on addressing the needs of communities within the municipality	E 2.5	Conduct customer satisfaction survey annually.			Date	Date consumer survey conducted				Consumer survey conducted by 30 June 2020				30-Jun-19		N/A	Customer Care/ Customer care officer	All	Report on consumer survey conducted
CPS 10	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To ensure effective and efficient administration complying with its Legal Mandates	E4.2	Strengthen Council Oversight through training on Legislation and Policies	OPC0003	Staff & Clir training	Number	Number of Clirs who attended training (NQF rated / Short Courses) against the Skills development plan				13 Councillors to attending training(NQF rated/short courses) by 30 June 2020	13	13	13	13	2 000 000,00	opex_ Internal	HUMAN RERSOURCE SECTION/ HR Manager	All	Training certificates
CPS 11	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To promote and foster sound internal and external communication	E6.1	Review and implementation of communications strategy to help the organisation to communicate effectively and meet core organisation objectives			Number	No. of Portifolio Committee Meetings Held				10 portfolio committee meetings held by 30 June 2020	1	2	2	1		N/A	SECRITARIAN SUPPORT SERVICES / Snr Committee Officer	All	Attendance register and minutes of meeting

UPHONGOLO MUNICIPALITY

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR 2019/2020

CORPORATE SERVICES

SDBIP ref #	National KPA	IDP Objectives	IDP REF No.	Strategy	Mscoa Project reff	Project name (Mscoa)	Unit of Measure	Indicator	2018/2019 Demand	2018/2019 Baseline	2018/2019 Backlog	Annual Target for 2019/2020	Quarter-1 Target due between 1 July 2019 - 30 September 2019 Target	Quarter-2 Target due between 1 October 2019 - 31 December 2019 Target	Quarter-3 Target due between 1 January 2020 - 31 March 2020 Target	Quarter-4 Target due between 1 April 2020 - 30 June 2020 Target	Total Budget for the Year	Source of Funding	Unit / Reporting Responsibility	Ward	POE
	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT																				
	NATIONAL KEY PERFORMANCE AREA : MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT																				
	OUTCOME 9 : DIFFERENTIATED APPROACH TO MUNICIPAL PLANNING AND SUPPORT																				
	BACK TO BASICS: PILLAR 5 - BUILDING CAPABLE LOCAL GOVERNMENT																				
	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT																				
CPS 12	Municipal Transformation and Institutional development	Create a balance between employee productivity, welfare and capacity building	A1.1	Develop and implement a Work Skills Plan			Date	Date the Work skills plan submitted				Work skills plan submitted by 30 April 2020				30-Apr		N/A	HUMAN RERSOURCE SECTION/ HR Manager	All	acknowledgement letter
CPS 13	Municipal Transformation and Institutional development	Create a balance between employee productivity, welfare and capacity building	A1.5	Conduct a skills audit and implement necessary training to fill the gaps			Date	Date Municipal skills audit report submmitted to Council for approval				Municipal skills audit report submitted to Council for approval by 30 June 2020				30-Jun		N/A	HUMAN RERSOURCE SECTION/ HR Manager	All	Council Resolution
CPS 14	Municipal Transformation and Institutional development	Create a balance between employee productivity, welfare and capacity building	A1.1	Develop and implement a Work Skills Plan	OPC0003	Staff & Cllr training	Number	Number of staff who attended training against Skills development plan (NQF rated / Short Courses)				25 Staff members to attending training(NQF rated/short courses) by 30 June 2020	5	10	5	5	2 000 000,00	Opex - Mix sources	HUMAN RERSOURCE SECTION/ HR Manager	All	Traning certificates
CPS 15	Municipal Transformation and Institutional development	Create a balance between employee productivity, welfare and capacity building	A1.4	Monitor all incumbents to ensure that they comply with their current position's minimum requirements			Number	Number of leave management reports submitted to portfolio by 30 June 2018				10 leave management report submitted to portfolio by 30 June 2020	3	2	2	3	-	N/A	HUMAN RERSOURCE SECTION/ HR Manager	All	Reports on leave management
CPS 16	Municipal Transformation and Institutional development	Create a balance between employee productivity, welfare and capacity building	A1.4	Monitor all incumbents to ensure that they comply with their current position's minimum requirements			Days	Turnaround time to finalise the disciplinary matters finalised				90 days to finalise Disaplinary matters	90 days	90 days	90 days	90 days		N/A	HUMAN RERSOURCE SECTION/ HR Manager	All	Disciplinary records or report
CPS 17	Municipal Transformation and Institutional development	Create a balance between employee productivity, welfare and capacity building	A1.4	Monitor all incumbents to ensure that they comply with their current position's minimum requirements			Number	Number of LLF Meetinggs held by 30 June 2018				4 LLF Meetings held by 30 June 2020	1	1	1	1		N/A	SECRITARIAN SUPPORT SERVICES / Snr Committee Officer	All	Attendance register
CPS 18	Municipal Transformation and Institutional development	To provide an effective and efficient IT and Communication service to all Municipal units	A3.1	Safely provide access to email and internet to imporve efficiancy in operations.			Number	Number of ICT steering committee meetings held				4 ICT steering committee meetings held	1	1	1	1		N/A	ICT/ CHAIRPERSON OF COMMITTEE	All	Attendance Register and minutes
CPS 19	Municipal Transformation and Institutional development	To provide an effective and efficient IT and Communication service to all Municipal units	A3.1	Safely provide access to email and internet to imporve efficiancy in operations.			Number	Number of Monthly IT back- ups stored offsite by 30 June 2018				12 Monthly IT back-ups stored offsite	4	3	4	3	400 000,00	Own-Capital	ICT / Desk top Technician	All	IT back-up reports
CPS 20	Municipal Transformation and Institutional development	To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile.	A4.1	Apply previously disadvantaged people concepts to address the demographic gaps and past injustices			Number	No. of women appointed in s54, s56 posts or middle mng level (post level 15/16)				1 Women appointed in s54,s56 posts or middle management level	1					Opex-Internal	HUMAN RERSOURCE SECTION/ HR Manager	All	Appointment letters
CPS 21	Municipal Transformation and Institutional development	To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile.	A4.2	Develop and implement succession planning on all critical & scarce skills posts	Human Resource Strategy	OPC0012	Date	Date Human resource strategy approved.	30-Jun			Human Resource Strategy reviewed by 30 June 2020				30-Jun	150000	Opex-Internal	HUMAN RERSOURCE SECTION/ HR Manager	All	Council resolution
CPS 22	Municipal Transformation and Institutional development	To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile	A4.5	Compliancy with Employment Equity Act	Human Resource Strategy	OPC0012	Date	Date Employment Equity Report submitted to DoL by				Employment Equity Report submitted to DoL by 30 January 2020			30-Jan			N/A	HUMAN RERSOURCE SECTION/ HR Manager	All	Report submitted to DoL and acknowledgement from DoL
CPS 23	Municipal Transformation and Institutional development	To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile	A4.5	Compliancy with Employment Equity Act			Number	Number of EE Committee meetings held.				4 Quarterly EE Committee Meetings by 30 June 2020	1	1	1	1		N/A	HUMAN RERSOURCE SECTION/ HR Manager	All	Attendance register
CPS 24	Municipal Transformation and Institutional development	To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile.	A4.3	Implement retention measures to all critical posts to reduce loss of skills.			percentage	Staff turnover/ kept under 5%(number of resignations/Total number of employees currently employed)				Staff turnover/ kept under 5%(number of resignations/Total number of employees currently employed) by 30 June 2020	<5%	<5%	<5%	<5%		N/A	HUMAN RERSOURCE SECTION/ HR Manager	All	Terminations report vs Payroll numbers
CPS 25	Municipal Transformation and Institutional development	To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile.	A4.3	Implement retention measures to all critical posts to reduce loss of skills.			percentage	Vacancy rate kept below 10%				Vacancy rate kept below 10% by 30 June 2020	<10%	<10%	<10%	<10%		N/A	HUMAN RERSOURCE SECTION/ HR Manager	All	Organogram vs Payroll report
CPS 26	Municipal Transformation and Institutional development	To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile.	A4.4	All critical posts to be filled within 3 months			Date	Date Organogram approved.	30-Jun			Organogram approved by Council by 31 March 2020			31-Mar			N/A	HUMAN RERSOURCE SECTION/ HR Manager	All	Council resolution
CPS 27	Municipal Transformation and Institutional development	To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile.	A4.4	All critical posts to be filled within 3 months			Number	Date all vacant posts filled.	30-Jun			10 vacant positions filled	3	5			105 mil	opex_ Internal	HUMAN RERSOURCE SECTION/ HR Manager	All	Appointment letters
CPS 28	Municipal Transformation and Institutional development	To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile	A4.4	All critical posts to be filled within 3 months			Number	Average turn-around time to finalise the appointment (Advertisement to Appointment)	90 days			90 days to finalise the appointment (Advertisement to Appointment)	90	90	90	90			HUMAN RERSOURCE SECTION/ HR Manager		Actual date of appointment date duration calculation per post averaged for
CPS 29	Municipal Transformation and Institutional development	To improve Citizens Skills levels and Education	A5.1	Review Bursary Policy and align with government priorities	OPC0024	Community Bursary/ Study assistance	%	% bursary /learnership Budget amount spent				95%-100% bursary /learnership Budget amount spent			95%-100%	95%-100%	446 000	Opex-Internal	HUMAN RERSOURCE SECTION/ HR Manager	All	Expenditure report - S71

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CORPORATE SERVICES

SDBIP ref #	National KPA	IDP Objectives	IDP REF No.	Strategy	Mscoa Project refll	Project name (Mscoa)	Unit of Measure	Indicator	2014/2019 Demand	2014/2019 Baseline	2014/2019 Backlog	Annual Target for 2019/2020	Quarter-1 Target due between 1 July 2019 - 30 September 2019 Target	Quarter-2 Target due between 1 October 2019 - 31 December 2019 Target	Quarter-3 Target due between 1 January 2020 - 31 March 2020 Target	Quarter-4 Target due between 1 April 2020 - 30 June 2020 Target	Total Budget for the Year	Source of Funding	Unit / Reporting Responsibility	Ward	POE
CPS 30	Municipal Transformation and Institutional development	Ensure Institutional of Batho Pele Culture and Principles	A6.1	Increase sensitivity of government administrations to the aspirations of citizens through bi-annually awareness sessions on BP			Number	Number of Batho pele awareness campaings conducted				2 Batho pele awareness campaings conducted	1		1			N/A	Customer Care/ Customer care officer	All	Attendance register
CPS 31	Municipal Transformation and Institutional development	Ensure Institutional of Batho Pele Culture and Principles	A6.2	Development of a full-fledged Customer Service Relation			Date	Date Service Delivery Improvement Plan (SDIP) is adopted by Council				Service Delivery Improvement Plan (SDIP) is adopted by Council on or before 30 September 2019	30-Sep-19						Customer Care/ Customer care officer		Council resolution
CPS 32	Municipal Transformation and Institutional development	To Promote Access to Information and Accountability	A7.1	Develop and Maintain an approved Records Management System			Number	Number of Quarterly report on Implementation of Filing Plan				4 quarterly reports on the implementation of filing plan	1	1	1	1		N/A	Records&Archives/ Records & Archive Officer	All	reports of content of files opened
CPS 33	Municipal Transformation and Institutional development	To Promote Access to Information and Accountability	A7.1	Develop and Maintain an approved Records Management System			Number	Number of correspondance register submitted to HOD				12 Monthly correspondance register submitted to HOD by 30 June 2020	3	3	3	3		N/A	Records&Archives/ Records & Archive Officer	All	Approved register
CPS 34	Municipal Transformation and Institutional development	To Promote Access to Information and Accountability	A7.3	Facilitate compilation of an Annual Report			Date	Date draft Annual report submitted.	31-Jan			Draft Annual Report for 2018/19 Financial year submitted to Council by 31 January 2020			31-Jan			N/A	Administration / Dir Corporate Serivices	All	Council resolution
CPS 35	Municipal Transformation and Institutional development	Ensuring compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases	A8.1	Review the Occupational Health and Safety policy			Number	Number of OHS Committee meetings held by 30 June 2019				4 OHS Committee meetings held by 30 June 2020	1	1	1	1		N/A	HumAN RERSOURCE SECTION/ EAP & OHS Officer	All	Attendance register
CPS 36	Municipal Transformation and Institutional development	Ensuring compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases	A8.2	Develop Occupational Health and safety Guidelines	OPC0055	Compensation fund	Date	Date Compansation fund returns submitted (Returns of Earnings)				Compensation fund returns (returns of earnings) submmitted on or before 30 April 2020				30-Apr	598 218	Opex-Internal	HumAN RERSOURCE SECTION/ EAP & OHS Officer	All	Correspondence/ proof of submission
CPS 37	Municipal Transformation and Institutional development	Ensuring compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases	A8.2	Develop Occupational Health and safety Guidelines			Number	Number of site inspections for OHS Compliance by 30 June 2019				40 site inspections for OHS compliance by 30 June 2020	10	10	10	10		N/A	HumAN RERSOURCE SECTION/ EAP & OHS Officer	All	Inspection form
CPS 38	Municipal Transformation and Institutional development	Ensuring compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases	A8.2	Develop Occupational Health and safety Guidelines			Number	Number of awareness/workshops done on OHS compliance by 30 June 2019				2 Awareness/ workshops done on OHS compliance by 30 June 2020		1		1		Opex-Internal	HumAN RERSOURCE SECTION/ EAP & OHS Officer	All	Attendance register
CPS 39	Municipal Transformation and Institutional development	Ensuring compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases	A8.2	Develop Occupational Health and safety Guidelines			Number	Number of men and women programmes				2 men and women programs by 30 September 2019	2					N/A	HumAN RERSOURCE SECTION/ EAP & OHS Officer	All	Attendance register
CPS 40	Municipal Transformation and Institutional development	Ensuring compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases	A8.4	Implement EAP programs that promote and support health and well-being of employees			Number	Number of EAP Awareness/events held				2 EAP Awareness/events held by 30 June 2020		1		1		Opex-Internal	HumAN RERSOURCE SECTION/ EAP & OHS Officer	All	Attendance register
CPS 41	Municipal Transformation and Institutional development	Promote good governance, accountability and transparency	E 1.5	Regular review of policies, procedures and bylaws in compliance with local government legislation and regulations			Date	Date HR Policies reviewed and adopted.	30-Jun			HR Policies reviewed and adopted by 30 June 2020				30 Jun 19	400 000	Opex-Internal	HUMAN RESOURCE SECTION/ HR Manager	All	Council resolution
CPS 42	Municipal Transformation and Institutional development	To provide an effective and efficient IT and Communication service to all Municipal units	E 3.5	Use the websites as a reporting platform			Number	Number of monthly reports on website				12 Monthly reports on website uploads by 30 June 2020	3	3	3	3		N/A	ICT / Desk top Technician	All	Reports On website updates

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SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR 2019/2020

OFFICE OF THE MUNICIPAL MANAGER

SDBIP ref #	National KPA	IDP Objectives	IDP REF No.	Strategy	Mscoa Project refir	Project name (Mscoa)	Unit of Measure	Indicator	2016/2017 Demand	2016/2017 Baseline	2016/2017 Backlog	Annual Target 2019/2020	Quarter-1 Target due between 1 July 2019 - 30 September 2019	Quarter-2 Target due between 1 October 2019 - 31 December 2019	Quarter-3 Target due between 1 January 2020 - 31 March 2020	Quarter-4 Target due between 1 April 2020 - 30 June 2020	Total Budget for the Year	Source of Funding	Ward	POE
	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY																			
	NATIONAL KEY PERFORMANCE AREA : GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS																			
	OUTCOME 9 : DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM																			
	BACK TO BASICS: PILLAR 1: PUTTING PEOPLE FIRST & PILLAR 3: GOOD GOVERNANCE																			
	GOOG GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS																			
MM1	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Promote good governance, accountability and transparency	E 1.1	Annual review of Internal Audit Charter			Date	Date Internal Audit charter reviewed and approved by Council				Council Approved Internal Audit Charter by 30 June 2020				30-Jun			All	Council resolution
MM2	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Promote good governance, accountability and transparency	E 1.2	Facilitate Functionality of Audit Committee	OPC0026			Type of audit opinion received – clean audit best, unquilified acceptable) Prior year AFS	Clean audit			To achieve and maintain a clean or unqualified audit		Clean/ unqualified			1 472 800	Opex-Internal	All	Audit report
MM3	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Promote good governance, accountability and transparency	E 1.2	Facilitate Functionality of Audit Committee	OPC0072		Number	Number of audit committee meetings held	4	4	-	4 audit committee meetings held	1	1	1	1	210600	Opex-Internal		Attentance register, minutes of meeting
MM4	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Promote good governance, accountability and transparency	E 1.2	Facilitate Functionality of Audit Committee	OPC0072		Number	Number of Performance committee meetings	4 Performance committee meetings	4	-	4 Performance audit committee meetings by 30 June 2020	1	1	1	1	210600	Opex-Internal	All	Attendance register and minutes of meeting
MM5	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Promote good governance, accountability and transparency	E 1.2	Facilitate Functionality of Audit Committee			Number	Number of quarterly back to basics report submitted	4 reports	4	-	4 quarterly back to basics report submitted by 30 June 2020	1	1	1	1		Opex-Internal	All	Back to basics report
MM6	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Promote good governance, accountability and transparency	E 1.3	Review of annual Internal Audit Plan			Percentage	% Audit plan Implemented or achieved	100% audit plan achieved			100% Audit plan implemented or achieved by 30 June 2020	20% 35%	45% 50%	70% 75%	95% 100%			All	Progress report
MM7	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Promote good governance, accountability and transparency	E 1.3	Review of annual Internal Audit Plan	OPC0003		Number	No. of Trainings attended (CPD hours)	Trainings			6 Training & workshops attended (CPD hours) by 30 June 2020		1		2	2 000 000		All	Training certificate
MM8	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Promote good governance, accountability and transparency	E 1.4	Annual Review of Anti-Corruption Strategy			Date	Date Anti-corruptionStrategies developed/Reviewed	Reviewed Anti corruption strategy			Anti-corruptionStrategies developed/Reviewed by 30 June 2020				30-Jun			All	Council resolution
MM9	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Promote good governance, accountability and transparency	E 1.4	Annual Review of Anti-Corruption Strategy			Number	Number of Fraud and Corruption awareness compaings conducted	1 fraud and corruption awareness campaign			1 Fraud and corruption awareness campaign conducted by 30 June 2020			1				All	Attendance register and report
MM10	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Placing the primary focus on addressing the needs of communities within the municipality	E 2.1	Strengthening of oversight structures of council to ensure full functionality			Number	Number of Council meetings held	4 Council meetings			4 Council Meetings held by 30 June 2020	1	1	1	1		N/A	All	Attendance register
MM11	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Placing the primary focus on addressing the needs of communities within the municipality	E 2.1	Strengthening of oversight structures of council to ensure full functionality			Number	Number of EXCO meetings held	12 exco meetings			12 EXCO Meetings held by 30 June 2020	3	3	3	3		N/A	All	Attendance register
MM12	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Placing the primary focus on addressing the needs of communities within the municipality	E 2.1	Strengthening of oversight structures of council to ensure full functionality			Number	Number of MPAC reports submitted to council	12 MPAC Reports			12 MPAC reports submitted to council by 30 June 2020	3	3	3	3		Opex-Internal	All	MPAC report/council minutes
MM13	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Placing the primary focus on addressing the needs of communities within the municipality	E 2.1	Strengthening of oversight structures of council to ensure full functionality			Number	Number of report/updates to Council on Full Council resolutions implemented				4 report/updates to Council on Full Council resolutions implemented BY 30 June 2020	1	1	1	1		Opex-Internal	All	Council and EXCO Resolution register
MM14	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Placing the primary focus on addressing the needs of communities within the municipality	E 2.1	Strengthening of oversight structures of council to ensure full functionality			percentage	% of agenda distributed at least 3 working days before a Committee Ordinary Meeting	% of agenda distributed at least 3 working days before a Committee Ordinary Meeting			90% -100% of agenda distributed at least 5 working days before a Committee Ordinary Meeting by 30 June 2020	90% to 100%	90% to 100%	90% to 100%	90% to 100%			All	Distribution register
MM15	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Placing the primary focus on addressing the needs of communities within the municipality	E 2.2	Ward committees supported and capacitated to ensure functionality		Ward Committees	Number	Number of sector reports prepared	600	560		1780 sector reports from ward committes prepared by 30 June 2020	445	445	445	445		Opex-Internal		Sector reports from ward committes
MM16	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Placing the primary focus on addressing the needs of communities within the municipality	E 2.2	Ward committees supported and capacitated to ensure functionality	COMMOPC0007	Ward Committees	Number	Number of functional ward committees (score of =>113%)	15	14		15 functional ward committes for the 4 quarters (with score of 113% or above) by end of 30 June 2020	15	15	15	15		Opex-Internal	1 to 15	Ward Committee functionality report
MM17	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Placing the primary focus on addressing the needs of communities within the municipality	E 2.2	Ward committees supported and capacitated to ensure functionality	COMMOPC0007	Ward Committees	Number	Number of ward committee meetings held	45	42	-	180 ward committee meetings held for the year ended 30 June 2020	45	45	45	45	16779042	Opex-Internal	1 to 15	Attendance Register
MM18	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Placing the primary focus on addressing the needs of communities within the municipality	E 2.2	Ward committees supported and capacitated to ensure functionality	COMMOPC0007	Ward Committees	Number	Number of meetings held between ward committees & Speaker/Public participation unit	4	4	0	4 meetings held between ward committees & Speaker/Public participation unit by 30 June 2020	1	1	1	1				
MM19	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Placing the primary focus on addressing the needs of communities within the municipality	E 2.2	Ward committees supported and capacitated to ensure functionality	COMMOPC0007	Ward Committees	%	Average percentage of attendance by members ward committees	90%	96%	-	90% (average) of attendance by ward committee members for the year ended 30 June 2020	90%	90%	90%	90%		Opex-Internal	1 to 15	Summary of ward committee attendance
MM20	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Report regularly on the dealings of the Municipality	E 3.1	Publish and distribute quarterly newsletters & Annual Reports to inform communities on programs and essential information	OPC0023	Municipal News letter	Number	Number of newsletters developed by 30 June 2018.	4 newsletters		Number	4 quarterly newsletters developed by 30 June 2020	1	1	1	1	441840	Opex-Internal	All	Copies of newsletters
MM21	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Report regularly on the dealings of the Municipality	E 3.4	Provide regular radio and newspaper reports on matter of public interest	OPC0023		Number	Number of radio slots broadcasted and number of invoices by 30 June 2018.	4 radio slots		Number	4 radio slots broadcasted by 30 June 2020	1	1	1	1	52 600	Opex-Internal	All	Invoices or confirmation of scheduled slot

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MM22	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Report regularly on the dealings of the Municipality	E 3.2	Undertake roadshows (izimbizos) to learn of people's needs	OPC0013	Conduct Izimbizo	Number	Number of Izimbizos (IDP and Budget road shows) held	1	1		2 mayoral Izimbizo (IDP and Budget Road Shows) held by 30 June 2020		1		1	407858	Opex-internal	1 to 15	Attendance Register and minutes
MM23	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE	Report regularly on the dealings of the Municipality	E 3.2	Undertake roadshows (izimbizos) to learn of people's needs		Administratio PP unit and engagent with stakeholders	Number	Number of District and/ Provincial Public Participation meetings attended	4	4	0	4 District and / Provincial Public Participation meetings attended	1	1	1	1		Opex-internal	All	attendance register
MM24	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Report regularly on the dealings of the Municipality	E 3.5	Use the websites as a reporting platform	OPCC0065		%	% of required Documentation and information uploaded onto Municipal Website	100% of required documents uploaded onto municipal website by 30 June 2018		Percentage	100% of required documents uploaded onto municipal website by 30 June 2020	90%-100%	90%-100%	90%-100%	90%-100%		Opex-internal	All	Report on uploads done vs total doc required/ webaite print-out
MM25	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To ensure effective and efficient administration complying with its Legal Mandates	E4. 3	Development of an organisational strategic planning document	OPC0001 OPC0015		Date	Date Strategic Planning sessions held	1 Strategic session		Date	Strategic planning session held by 31 March 2020			31 Mar 19		419375	Opex-internal	All	Attendance register
MM26	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To promote a municipal governance system that enhances and embraces the system of participatory Governance	E5.1	Facilitate the Functionality of Ward Committees through continuous public participation		Ward Committees	Number	Number of ward committee trainings conducted	1	2	-	2 ward committee training conducted by 30 June 2020		1		1		Opex-internal	1 to 15	Training report and the attendance register
MM27	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To promote a municipal governance system that enhances and embraces the system of participatory Governance	E5.1	Facilitate the Functionality of Ward Committees through continuous public participation	COMMOPC0007	Community Meetings	Number	Number of ward community meetings held by 30 June 2018	15	14		60 ward community meetings held by 30 June 2020	15	15	15	15		Opex - Internal	1 to 15	Attendance Register and minutes
MM28	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To promote a municipal governance system that enhances and embraces the system of participatory Governance	E5.3	Development of Community Based Plans	SSP0057	Community Based Planning	Number	Number of ward based plans reviewed	15	14		15 ward based plans reviewed by 30 June 2020				15	31560	Opex-internal	1 to 15	Ward based Plans reviewed and attendance register of participants
MM29	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To promote and foster sound internal and external communication	E6.1	Review and implementation of communications strategy to help the organisation to communicate effectively and meet core organisation objectives			Number	Number of MANCO meeting held	12 manco meetings			12 MANCO Meetings held by 30 June 2020	3	3	3	3		N/A	All	Attendance register
MM30	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To promote and foster sound internal and external communication	E6.2	Facilitate functionality of IGR Structures			Number	Number of IGR meetings attended	4 IGR Meetings		Number	4 IGR meetings attended by 30 June 2020	1	1	1	1			All	attendance register
MM31	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To ensure that the risk maturity of the organisation is at an enabled level	E7.1	Risk assessment annually with implementation, monitoring continuous improvement and on-going review			Date	Date Enterprise Risk Management Framework & Policy reviewed and adopted	Adopted Enterprise risk management framework			Enterprise Risk Management Framework & Policy reviewed and adopted by 30 June 2020				30 Jun			All	Council resolution
MM32	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To ensure that the risk maturity of the organisation is at an enabled level	E7.1	Risk assessment annually with implementation, monitoring continuous improvement and on-going review			Date	Date of Annual Risk Assessments done (Operational, fraud and IT)	Risk assesment			Annual risk assesment conducted by 30 June 2020				10 Jun			All	Attendance register
MM33	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To ensure that the risk maturity of the organisation is at an enabled level	E7.1	Risk assessment annually with implementation, monitoring continuous improvement and on-going review			Number	Number of progress report on AG and Internal Audit Action Plan monitored by Manco/Audit Comm/Mpac/Council by 30 June 2010	8 Progress reports			8 progress report on AG and Internal Audit Action Plan monitored by Manco/Audit Comm/Mpac/Council by 30 June 2020	1	1	2	2			All	Progress report, minutes of meetings

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	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH																			
	NATIONAL KEY PERFORMANCE AREA : LOCAL ECONOMIC DEVELOPMENT																			
	OUTCOME 9 : COMMINITY WORK PROGRAMME IMPLEMENTED AND CO-OPERATIVES SUPPORTED																			
	BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST																			
	LOCAL ECONOMIC DEVELOPMENT																			
MM34	LOCAL ECONOMIC DEVELOPMENT	Mitigate the HIV epidemic and promote positive living	C6.1	Align municipal HIV programmes to other sector department programmes	SSP0033	Cordinate LAC meetings	Number	Number of LAC meetings	4	4	-	4 LAC Reports to be submitted to the DAC by 30 June 2020	1	1	1	1	52600	Opex-internal	All	Attendance Register and minutes
MM35	LOCAL ECONOMIC DEVELOPMENT	Mitigate the HIV epidemic and promote positive living	C6.2	Participate in Sukhuma sakhe programs		Sukuma Sakhe co ordination	Number	Number of War Room Conviners' report submitted	60	60	-	60 War Room Conviners' report submitted by 30 June 2020	15	15	15	15		Opex-internal	All	War Room Report/ Attendance report
MM36	LOCAL ECONOMIC DEVELOPMENT	Mitigate the HIV epidemic and promote positive living	C6.2	Participate in Sukhuma sakhe programs		Sukuma Sakhe co ordination	Number	Number of Local Task Team (LTT) meeting conducted	10	4	6	10 Local Task Team (LTT) meeting conducted by 30 June 2020	3	1	1	3		Opex-internal	All	Attendance register/ Minutes of meeting
MM37	LOCAL ECONOMIC DEVELOPMENT	Mitigate the HIV epidemic and promote positive living	C6.2	Participate in Sukhuma sakhe programs		Sukuma Sakhe co ordination	Number	Number of CDW reports submitted	84	84	-	84 CDW reports submitted	21	21	21	21	1578	Opex-internal	All	CDW monthly reports
MM38	LOCAL ECONOMIC DEVELOPMENT	Mitigate the HIV epidemic and promote positive living	C6.3	To develop and implement programmes that target high risk groups	SSP0036	HIV/AIDS awareness events	Date	Date World AIDS day event held	1	1	-	World AIDS day event held on or before 02 December 2019		02-Dec			131 500	Opex-internal	All	Attendance Register/ report/ photos
MM39	LOCAL ECONOMIC DEVELOPMENT	Mitigate the HIV epidemic and promote positive living	C6.3	To develop and implement programmes that target high risk groups	SSP0037	HIV/AIDS awareness events	Number	Number of HIV / AIDS events held	4	4	-	4 HIV / AIDS events held by 30 June 2020	1	1	1	1	189 360	Opex-internal	All	Attendance Register, Minutes of meetings, Reports/ Photos
MM40	LOCAL ECONOMIC DEVELOPMENT	Ensure needs of Special groups are addressed	C7.1	Develop and implement projects targeting the special groups.	SSP0002	Eldertly Support & events	Number	Number of elderly supported basic necessities	140			140 elderly supported basic necessities by 30 June 2020	50	50	20	20	291 439,00	Opex-internal	All	Report and names with ID of people assisted
MM41	LOCAL ECONOMIC DEVELOPMENT	Ensure needs of Special groups are addressed	C7.1	Develop and implement projects targeting the special groups.	SSP0002	Eldertly Support & events	Number	Number of elderly events held	4	4	-	4 elderly events held by 30 June 2020	1	1	1	1	291 439,00	Opex-internal	All	Attendance Register, Minutes of meetings, Reports/ Photos
MM42	LOCAL ECONOMIC DEVELOPMENT	Ensure needs of Special groups are addressed	C7.1	Develop and implement projects targeting the special groups.	SSP0040	Support people with disability	Number	Number of people with disability supported with basic necessities	30			30 people with disability supported with basic necessities by 30 June 2020	8	8	8	6	407 457,00	Opex-internal	All	Report and names with ID of people assisted
MM43	LOCAL ECONOMIC DEVELOPMENT	Ensure needs of Special groups are addressed	C7.1	Develop and implement projects targeting the special groups.	SSP0040	Support people with disability	Number	Number of Events held for People with Disability	4	4	-	4 Events held for People with Disability by 30 June 2020	1	1	1	1	407 457,00	Opex-internal	All	Attendance Register, Minutes of meetings, Reports/ Photos
MM44	LOCAL ECONOMIC DEVELOPMENT	Ensure needs of Special groups are addressed	C7.1	Develop and implement projects targeting the special groups.	SSP0024 SSP0025 SSP0026	Support and hold Women events	Number	Number of Women events held	1	1	-	1 Women event held by 30 June 2020	1	-	-	-	439 210,00	Opex-internal	All	Attendance Register, Minutes of meetings, Reports/ Photos
MM45	LOCAL ECONOMIC DEVELOPMENT	Ensure needs of Special groups are addressed	C7.1	Develop and implement projects targeting the special groups.	SSP0029 SSP0028 SSP0027	Support and hold Men events	Number	Number of Men events held	1	1	-	1 Men event held by 30 June 2020	1	-	-	-	399234	Opex-internal	All	Attendance Register, Minutes of meetings, Reports/ Photos
MM46	LOCAL ECONOMIC DEVELOPMENT	Ensure needs of Special groups are addressed	C7.1	Develop and implement projects targeting the special groups.	SSP0016	Support vulnerabe people and Children	Number	Number of Children events held	4	4	-	4 Children events held by 30 June 2020	1	1	1	1	1664790	Opex-internal	All	Attendance Register, Minutes of meetings, Reports/ Photos

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	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT																			
	NATIONAL KEY PERFORMANCE AREA : MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT																			
	OUTCOME 9 : DIFFERENTIATED APPROACH TO MUNICIPAL PLANNING AND SUPPORT																			
	BACK TO BASICS: PILLAR 5 - BUILDING CAPABLE LOCAL GOVERNMENT																			
	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT																			
MM47	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Promote quality service delivery through inclusive Performance Management System	A2.1	Cascade PMS to one lower level each year			Date	Date PMS policy Reviewed and adopted	Adopted PMS Policy		Date	Review and adopt PMS Policy by 30 June 2020				30-Jun			All	Council resolution
MM48	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Promote quality service delivery through inclusive Performance Management System	A2.1	Cascade PMS to one lower level each year			Date	Date section 54/56 performance contracts signed (current appointments only)	Signed performance contracts		Date	Section 54/56 performance contracts signed on or before 31 July 2019	31-Jul	1	1	31-Jan		Opex-Internal	All	Signed performance contracts
MM49	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Promote quality service delivery through inclusive Performance Management System	A2.2	Compilation of quarterly performance reports to council & performance audit committee			Number	Number of Organisational performance reports submitted to Council (Council Agenda)	4 Organisational performance reports		Number	4 Organisational performance reports submitted to Council by 30 June 2020	1	1	1	1			All	Council Agenda
MM50	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Promote quality service delivery through inclusive Performance Management System	A2.3	Development & submission of the Annual Performance Reports			Date	Date Annual Performance Report submitted to Auditor-General	31-Aug	31-Aug		Annual Performance Report submitted to Auditor General on or before 31 August 2019	31-Aug					Opex-Internal	All	Confirmation of Submission
MM51	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile.	A4.4	All critical posts to be filled within 3 months			Number in days	Average days to fill section 54A & 56 post after post has been vacated	All critical posts to be filled within 3 months.		days	All Section 54A & 56 posts to be filled within 3 months by 30 June 2020	90 days	90 days	90 days	90 days			All	Resignation and appointment date calculation for duration vacant post
MM52	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	To develop and implement a credible IDP.	A5.1	Co-ordinate the municipal planning with all stakeholders.			Date	Date IDP process plan adopted by Council	Adopted IDP Process plan		Date	IDP Process plan adopted by 31 August 2019	31 Aug 19				473850	Opex-Internal	All	Council resolution
MM53	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	To develop and implement a credible IDP.	A5.1	Co-ordinate the municipal planning with all stakeholders.	OPC0030		Date	Date IDP submitted to Council for approval	Approved IDP		Date	IDP submitted to Council for approval by 30 MAY 2020.				30-May	491551	Opex-Internal	All	Council Agenda
MM54	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	To develop and implement a credible IDP.	A5.1	Co-ordinate the municipal planning with all stakeholders.			Date	Date draft sdbip developed and aligned to IDP	Draft SDBIP aligned to IDP		Date	Draft SDBIP developed and aligned to IDP by 30 MAY 2020				30-May			All	Draft SDBIP

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SDBIP ref #	National KPA	IDP Strategic Objective	IDP Ref #	Strategy	Project Name (Mscoa)	Mscoa Project ref#	Unit of Measure	Indicator	2017/2018 Demand	2017/2018 Baseline	2017/2018 Backlog	Annual Target 2019/2020	Quarter-1 Target due between 1 July 2019 - 30 September 2019 Target	Quarter-2 Target due between 1 October 2019 - 31 December 2019 Target	Quarter-3 Target due between 1 January 2020 - 31 March 2020 Target	Quarter-4 Target due between 1 April 2020 - 30 June 2020 Target	Total Budget for the Year	Source of Funding	Unit / Reporting Responsibility	Ward	POE
	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY																				
	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3 : HUMAN AND COMMUNITY DEVELOPMENT																				
	NATIONAL KEY PERFORMANCE AREA : GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS																				
	OUTCOME 9 : DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM																				
	BACK TO BASICS: PILLAR 1: PUTTING PEOPLE FIRST & PILLAR 3: GOOD GOVERNANCE																				
	GOOG GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS																				
CMS 1	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To promote and foster sound internal and external communication	E6.1	Review and implementation of communications strategy to help the organisation to communicate effectively and meet core organisation objectives	Departmental/Unit/Sectional staff meetings		Number	Number of departmental/Unit/Sectional staff meetings	4	4	-	12 Departmental/Unit/Sectional staff meetings held by 30 June 2020	3	3	3	3	N/A	Opex - Internal	GOVERNANCE AND REPORTING/ Dir Community Services	N/A	Attendance Register and minutes
CMS 2	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To promote and foster sound internal and external communication	E6.1	Review and implementation of communications strategy to help the organisation to communicate effectively and meet core organisation objectives	District IGR meeting		Number	Number of District IGR meetings attended	4	1	3	3 District IGR meetings attended by 30 June 2020	1	1	1	1	N/A	Opex - Internal	GOVERNANCE AND REPORTING/ Dir Community Services	N/A	Attendance Register and minutes
CMS 3	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To promote and foster sound internal and external communication	E6.1	Review and implementation of communications strategy to help the organisation to communicate effectively and meet core organisation objectives	Disaster Relief Programme	DISOPC0005	Number	Number of disaster incidents reports submitted to Portfolio Committee	4	4	-	4 disaster relief reports submitted to Portfolio Committee by 30 June 2020	1	1	1	1		Opex - Internal	FIRE AND DISASTER MANAGMENT SERVICES/Manager Emegency & Disaster	All	Disaster Relief Reports submitted to Portfolio Committee
CMS 4	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To promote and foster sound internal and external communication	E6.1	Review and implementation of communications strategy to help the organisation to communicate effectively and meet core organisation objectives	Community Services Portfolio Meetings		Number	Number of Community Services Portfolio Meetings held	4	4	-	4 Community Services Portfolio Meetings held by 30 June 2020	1	1	1	1	N/A	Opex - Internal	Administration/ Dir Community Services	All	Notices or attendance register and minutes
CMS 5	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Promote good governance, accountability and transparency	E 1.5	Regular review of policies, procedures and bylaws in compliance with local government legislation and regulations	Development of By-laws		Date	Date Traffic By-law adopted by Council	30-Jun	-	30 June	Traffic By-Law developed by 30 June 2020				30 June		Opex - Internal	Traffic/Chief of Traffic	All	By-law and Council Resolution adopting the By-law
	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 5 : ENVIRONMENTAL SUSTAINABILITY																				
	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 7: SPATIAL EQUITY																				
	NATIONAL KEY PERFORMANCE AREA : CROSS CUTTING INTERVENTION																				
	OUTCOME 9 : SINGLE WINDOW OF CO-ORDINATION ; ACTIONS SUPPORTIVE OF HUMAN SETTLEMENT OUTCOME																				
	BACK TO BASICS: PILLAR 2 - DELIVERY BASIC SERVICES																				
	CROSS CUTTING INTERVENTION																				
CMS 6	CROSS CUTTING INTERVENTIONS	Provide disaster management and emergency services	F2.5	Institute fire training awareness and volunteers to stop fires within communities	Conduct Disaster Risk Reduction Management Awareness Campaigns	8423	Number	Number of Fire and Disaster Risk Reduction Awareness Campaigns conducted	10	0	10	40 Fire and Disaster Risk Reduction Awareness Campaigns conducted by 30 June 2020	10	10	10	10	214 166,0	Opex - Internal	FIRE AND DISASTER MANAGMENT SERVICES/Manager Emegency & Disaster	All	Agenda and Attendance Registers
CMS 7	CROSS CUTTING INTERVENTIONS	Provide disaster management and emergency services	F2.1	To develop and implement a disaster management plan and fire services Plan	Conduct and Facilitate Fire and Emegency Drills		Number	Number of Fire Drills Conducted	2	0	1	1 Fire Drills or Basic fire fighting demonstration Conducted in Municipal Buildings by 30 June 2020		1				Opex - Internal	FIRE AND DISASTER MANAGMENT SERVICES/Manager Emegency & Disaster	All	Quarterly Reports and Minutes
CMS 8	CROSS CUTTING INTERVENTIONS	Provide disaster management and emergency services	F2.1	To develop and implement a disaster management plan and fire services Plan	Conduct and Facilitate Fire and Emegency Drills		Number	Number of fire and rescue inspections conducted in buildings	60	25	35	40 fire and rescue inspections conducted in buildings by 30 June 2020	10	10	10	10		Opex - Internal	FIRE AND DISASTER MANAGMENT SERVICES/Manager Emegency & Disaster	All	Reports
CMS 9	CROSS CUTTING INTERVENTIONS	Provide disaster management and emergency services	F2.1	To develop and implement a disaster management plan and fire services Plan	Development of the Disaster Sector Plan		Date	Date Disaster Sector Plan reviewed and Adopted by Council	30-Jun	-	30-Jun-20	Review Disaster Sector Plan and Adopted by Council on or before 31 December 2019		31-Dec-19		-		Opex - Internal	FIRE AND DISASTER MANAGMENT SERVICES/Manager Emegency & Disaster	All	Council Resolution and Disaster Sector Plan
CMS 10	CROSS CUTTING INTERVENTIONS	Provide disaster management and emergency services	F2.4	Develop fire brakes system for farmers and enforce fire belt implementation	Conduct Fire Brakes		Number	Number of Fire brakes done in the Municipal Area	12	2	10	5 Fire brakes (5 wards) done in the Municipal Area by 30 June 2020	2			-	R 230 000,00	Opex - Internal	FIRE AND DISASTER MANAGMENT SERVICES/Manager Emegency & Disaster	All	Report on fire breaks done
CMS 11	CROSS CUTTING INTERVENTIONS	Provide disaster management and emergency services	F2.5	Institute Fire training awareness and volunteers to stop fires within communities	District/Provincial Disaster advisory forums		Number	Attend District/Privincial disaster advisory forum meeting	4	4	0	4 District/Privincial disaster advisory forum meeting held by 30 June 2020	1	1	1	1			FIRE AND DISASTER MANAGMENT SERVICES/Manager Emegency & Disaster	All	Attendance register
CMS 12	CROSS CUTTING INTERVENTIONS	Provide disaster management and emergency services	F2.5	Institute fire training awareness and volunteers to stop fires within communities	Local Disaster advisory forums		Number	Hold local disaster advisory forum meeting	4	2	2	2 local disaster advisory forums meeting held by 30 June 2020		1		1			FIRE AND DISASTER MANAGMENT SERVICES/Manager Emegency & Disaster	All	Attendance register
CMS 13	CROSS CUTTING INTERVENTIONS	Provide disaster management and emergency services	F2.5	Institute fire training awareness and volunteers to stop fires within communities	Fire in-house training		Number	Number of In-house trainings conducted	20	24	-	20 In-house trainings events conducted by 30 June 2020	5	5	5	5		Opex - Internal	FIRE AND DISASTER MANAGMENT SERVICES/Manager Emegency & Disaster	All	Attendance Register
CMS 14	CROSS CUTTING INTERVENTIONS	Provide disaster management and emergency services	F2.6	Conduct a fire and high risk lightning assessment and provide prevention measures	Installation of lightning conductors		Number	Number of areas the Lightning conductors is installed	6	-	6	10 Areas where the lightning conductors is installed by 30 June 2020			10			Opex - Internal	FIRE AND DISASTER MANAGMENT SERVICES/Manager Emegency & Disaster	All	Report detailing areas where lightning conductors is installed

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PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH																					
NATIONAL KEY PERFORMANCE AREA : LOCAL ECONOMIC DEVELOPMENT																					
OUTCOME 9 : COMMINITY WORK PROGRAMME IMPLEMENTED AND CO-OPERATIVES SUPPORTED																					
BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST																					
LOCAL ECONOMIC DEVELOPMENT																					
CMS 15	LOCAL ECONOMIC DEVELOPMENT	To promote arts and cultural services	C9.1	Development of Arts and Culture Strategy		OPC0026	Number	Number of Cultural events held	*	*	*	2 Cultural events held by 30 June 2020	1	1			737 052,00	Oper-Internal	Social Cohesion / Dir Community Services	All	Attendance Register and relevant report/photos
CMS 16	LOCAL ECONOMIC DEVELOPMENT	To ensure Safer, effective and efficient system for all	C9.3	Monitor and assess driver fitness and Vehicle roadworthiness through Road blocks	Conduct Road Blocks		Number	Number of Vehicles Stopped and Checked	1200			1200 Vehicles Stopped and Checked by 30 June 2020	300	300	300	300	N/A	Opex - Internal	ROADS SAFETY & PROTECTION SERVICES: LAW ENFORCEMENT / Mng Protection services	All	Daily Crime Return
CMS 17	LOCAL ECONOMIC DEVELOPMENT	To ensure Safer, effective and efficient system for all	C9.3	Monitor and assess driver fitness and Vehicle roadworthiness through Road blocks	Road Speed Monitoring		Number - days	Number of days Speed Camera set-ups done on roads	60			60 Speed Camera set-ups in days done on roads by 30 June 2020	15	15	15	15	N/A	Opex - Internal	ROADS SAFETY & PROTECTION SERVICES: LAW ENFORCEMENT / Mng Protection services	All	Register, Daily Crime Return and Quartely Reports
CMS 18	LOCAL ECONOMIC DEVELOPMENT	To ensure Safer, effective and efficient system for all	C9.3	Monitor and assess driver fitness and Vehicle roadworthiness through Road blocks	Conduct Multi Disciplinary Road Blocks		Number	Number of Multi-Disciplinary Roadblocks	8			8 Multidisciplinary Road Block by 30 June 2020	2	2	2	2	N/A	Opex - Internal	ROADS SAFETY & PROTECTION SERVICES: LAW ENFORCEMENT / Mng Protection services	All	Register, Road Block Reports
CMS 19	LOCAL ECONOMIC DEVELOPMENT	To ensure Safer, effective and efficient system for all	C9.3	Monitor and assess driver fitness and Vehicle roadworthiness through Road blocks	Road safety campaigns		Number	Number of road safety campaigns	20			20 Road safety Campaings done by 30 June 2020	5	5	5	5	N/A	Opex - Internal	ROADS SAFETY & PROTECTION SERVICES: LAW ENFORCEMENT / Mng Protection services	All	Attendance Register/Report and Photos
CMS 20	LOCAL ECONOMIC DEVELOPMENT	To ensure Safer, effective and efficient system for all	C9.2	Efficient vehicles and driver licensing services.	Issuing of Learner Drivers License	REV0007	Number	Number of Learners License Examined	768			768 Learners Licence Examined by 30 June 2020	192	192	192	192	250 000,00	Income - Internal	ROADS SAFETY & PROTECTION SERVICES: LICENSING AND TESTING / Mng Protection Services	All	Register, License-PRO Reports and Monthly Report
CMS 21	LOCAL ECONOMIC DEVELOPMENT	To ensure Safer, effective and efficient system for all	C9.2	Efficient vehicles and driver licensing services.	Conduct Driving License Testing		Number	Number of Applicants Tested for driving licence	720			720 Applicants Tested for Driving Licences by June 2020	180	180	180	180	N/A	Opex - Internal	ROADS SAFETY & PROTECTION SERVICES: LICENSING AND TESTING / Mng Protection Services	All	Register, quartely reports and council minutes
CMS 22	LOCAL ECONOMIC DEVELOPMENT	To ensure Safer, effective and efficient system for all	C9.2	Efficient vehicles and driver licensing services.	Issue Temporal Driving Licence	REV0007	Number	Number of Temporal Driving License Issued	288			288 Temporal Driving Licence Issued by June 2020	72	72	72	72	553 878,00	Income - Internal	ROADS SAFETY & PROTECTION SERVICES: LICENSING AND TESTING / Mng Protection Services	All	eNatis Report
CMS 23	LOCAL ECONOMIC DEVELOPMENT	To ensure Safer, effective and efficient system for all	C9.2	Efficient vehicles and driver licensing services.	Assess Professional Driving Permit (PrDP)	REV0007	Number	Number of Applications for PrDP Assessed	200			200 Applications for Professional Driving Permit (PrDP) by June 2020	50	50	50	50	104 361,00	Opex - Internal	ROADS SAFETY & PROTECTION SERVICES: LICENSING AND TESTING / Mng Protection Services	All	eNatis Report and monthly report
CMS 24	LOCAL ECONOMIC DEVELOPMENT	To ensure Safer, effective and efficient system for all	C9.2	Efficient vehicles and driver licensing services.	Renewal of Drivers License	REV0007	Number	Number of Drivers Licence Renewed	140			140 Driving Licences Renewed by June 2020	35	35	35	35	553 878,00	Income - Internal	ROADS SAFETY & PROTECTION SERVICES: LICENSING AND TESTING / Mng Protection Services	All	eNatis Report and monthly report
CMS 25	LOCAL ECONOMIC DEVELOPMENT	To ensure Safer, effective and efficient system for all	C9.2	Efficient vehicles and driver licensing services.	Vehicle Testing	REV0007	Number	Number of Vehicle Tested	200			200 Vehicle Tested by June 2020	50	50	50	50	800 000,00	Income - Internal	ROADS SAFETY & PROTECTION SERVICES: LICENSING AND TESTING / Mng Protection Services	All	eNatis Report and monthly report
CMS 26	LOCAL ECONOMIC DEVELOPMENT	Reduce crime rate within uPhongolo Jurisdiction	C8.1	Promote neighbourhood watch group scheme.	Facilitate the Community Safety Forum		Number	Number of Community Safety Forum (CSF) meetings held	4	1	3	3 Community Safety Forum (CSF) meetings held by 30 June 2020	1	1	1	-	N/A	Opex - Internal	ROADS SAFETY & PROTECTION SERVICES: LICENSING AND TESTING / Mng Protection Services	All	Attendance register & minutes
CMS 27	LOCAL ECONOMIC DEVELOPMENT	Reduce crime rate within uPhongolo Jurisdiction	C8.1	Promote neighbourhood watch group scheme.	Facilitate the Community Safety Forum programms		Number	Number of Community Safety programms implemented	4	0	4	3 Community Safety programms implemented by 30 June 2020	1	1	1	-	N/A	Opex - Internal	ROADS SAFETY & PROTECTION SERVICES: LICENSING AND TESTING / Mng Protection Services	All	Report on programms
CMS 28	LOCAL ECONOMIC DEVELOPMENT	To ensure Safer, effective and efficient system for all	C9.1	Monitor and fix road markings	Road marking	8088	Number	Km's of road markings/painting done	18			20 Km of road marking/painting done by 30 June 2020	5	5	5	5	200 000,00	Opex - Internal	ROADS SAFETY & PROTECTION SERVICES: LICENSING AND TESTING / Mng Protection Services	All	Report on daily activities done by road marking team

UPHONGOLO MUNICIPALITY

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR 2019/2020

COMMUNITY SERVICES

SDBIP ref #	National KPA	IDP Strategic Objective	IDP Ref #	Strategy	Project Name (Mscoa Project ref#		Unit of Measure	Indicator	2017/2018 Demand	2017/2018 Baseline	2017/2018 Backlog	Annual Target 2019/2020	Quarter-1 Target due between 1 July 2019 - 30 September 2019 Target	Quarter-2 Target due between 1 October 2019 - 31 December 2019 Target	Quarter-3 Target due between 1 January 2020 - 31 March 2020 Target	Quarter-4 Target due between 1 April 2020 - 30 June 2020 Target	Total Budget for the Year	Source of Funding	Unit / Reporting Responsibility	Ward	POE
	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY																				
	NATIONAL KEY PERFORMANCE AREA : MUNICIPAL FINANCIAL VIABILITY AND MANAGMENT																				
	OUTCOME 9 : IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY																				
	BACK TO BASICS: PILLAR 4 SOUND FINANCIAL MANAGMENT																				
	MUNICIPAL FINANCIAL VIABILITY & FINANCIAL MANAGEMENT																				
CMS 29	Financial Viability and Management	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure			%	% of Capital Budget Spent	100%			% of Capital Budget Spent	15%-20%	40%-45%	70%-75%	90%-100%	3 982 524	Capital- own	Administration / Dir Community Serlvices	All	Expenditure report - 571
	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT																				
	GOAL 4: STRATEGIC INFRASTRUCTURE																				
	NATIONAL KEY PERFORMANCE AREA : BASIC SERVICE DELIVERY & INFRASTRUCTURE																				
	OUTCOME 9 : IMPROVED ACCESS TO BASIC SERVICES																				
	BACK TO BASICS: Pillar 2 - DELIVERING BASIC SERVICES																				
	BASIC SERVICE DELIVERY & INFRASTRUCTURE																				
CMS 30	Basic Service Delivery and Infrastructure Development	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and Infrastructure	Fencing of municipal properties		Number	Number of fencing project completed on municipal properties	3	0	3	3 fencing projects completed on municipal properties (Belgrade hall, DLTC & Land fill site)									
CMS 31	Basic Service Delivery and Infrastructure Development	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.3	Promote the use of libraries and Halls for the benefit of the community	Promotion of Library Services		Number	Number of Promotions Conducted	4	4	-	4 promotions conducted by 30 June 2020	1	1	1	1	N/A	Capex_own	Administration / Dir Community Serlvices	5,11	Completions certificate
CMS 32	Basic Service Delivery and Infrastructure Development	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.3	Promote the use of libraries and Halls for the benefit of the community	Promotion of Library Services		Number	Number of new library member	450	400	50	260 New library members by 30 June 2020	65	65	65	65	N/A	Opex - mix sources	LIBRARY SERVICES / Snr Librarian	All	Attendance Register
CMS 33	Basic Service Delivery and Infrastructure Development	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.3	Promote the use of libraries and Halls for the benefit of the community	Information awareness		Number	Number of library display themes done	12	12	-	12 library displays themes done by 30 June 2020	3	3	3	3	N/A	Opex - mix sources	LIBRARY SERVICES / Snr Librarian	All	Print out report of new members
CMS 34	Basic Service Delivery and Infrastructure Development	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.3	Promote the use of libraries and Halls for the benefit of the community	Circulation of audio visuals		Number	Number of reports on audio visuals circulated	120			80 audio visuals circulated by 30 June 2020	20	20	20	20	N/A	Opex - mix sources	LIBRARY SERVICES / Snr Librarian	All	Reports on display themes done at library
CMS 35	Basic Service Delivery and Infrastructure Development	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.3	Promote the use of libraries and Halls for the benefit of the community	Circulation of books		Number	Number of books circulated by 30 June 2018	9600			5000 books circulated by 30 June 2020	1250	1250	1250	1250	N/A	Opex - mix sources	LIBRARY SERVICES / Snr Librarian	All	System Generated Report of audio visuals circulated
CMS 36	Basic Service Delivery and Infrastructure Development	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.3	Promote the use of libraries and Halls for the benefit of the community	Promotion of access to internet		Number	Number of reports on users who have access to internet	12	12		12 monthly reports on users who have access to internet by 30 June 2020	3	3	3	3	N/A	Opex - mix sources	LIBRARY SERVICES / Snr Librarian	All	System Generated Report
CMS 37	Basic Service Delivery and Infrastructure Development	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.3	Promote the use of libraries and Halls for the benefit of the community	Books exchange		Number	Number of books exchanges	8	8	-	8 books exchanges by June 2020	2	2	2	2	N/A	Opex - mix sources	LIBRARY SERVICES / Snr Librarian	All	Daily signed register
CMS 38	Basic Service Delivery and Infrastructure Development	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.3	Promote the use of libraries and Halls for the benefit of the community	Computer Skills training		Number	Number of reports on people trained on computer skills	4	4		4 reports on people trained on computer skills by 30 June 2020	1	1	1	1	N/A	Opex - mix sources	LIBRARY SERVICES / Snr Librarian	All	List of books exchanged per library
CMS 39	Basic Service Delivery and Infrastructure Development	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.3	Promote the use of libraries and Halls for the benefit of the community	Hall bookings	REV0003	%	% Improvement in bookings /functions in halls	5%-10%	28%	-	5%-10% Improvement in bookings /functions in halls by 30 June 2020	5%-10%	5%-10%	5%-10%	5%-10%	36820	Revenue_Internal	Halls and Thusong centre / Manager Thusong Centre	All	Daily signed register
CMS 40	Basic Service Delivery and Infrastructure Development	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.3	Promote the use of libraries and Halls for the benefit of the community	Thusong center rentals		Number	Number of new occupants to Thusong centre	5	3	2	1 new occupant to Thusong centre by 30 June 2020	-	-	-	1	N/A	Opex-Internal	Halls and Thusong centre / Manager Thusong Centre	1, 5,9, 10, 12, 13	Receipt report detailing number of booking per quarter
CMS 41	Basic Service Delivery and Infrastructure Development	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.3	Promote the use of libraries and Halls for the benefit of the community	Thusong center rentals		Number	Hold Annual Thusong Week				1 Annual Thusong Week Held by June 2020	-	-	-	1	N/A	Opex-Internal	Halls and Thusong centre / Manager Thusong Centre	5	Signed Lease agreement/ Signed Service Level agreement
CMS 42	Basic Service Delivery and Infrastructure	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.4	Maintain libraries, parks and gardens on a continuous basis	Grass cutting	GRASS0001	Number	Number of reports on grass cutting project submitted	12	12	-	12 monthly reports on grass cutting submitted by 30 June 2020	3	3	3	3		Opex-Internal	PARKS AND GARDENS / Supervisor Parks & Amenities	5	Report and attendance register
CMS 43	Basic Service Delivery and Infrastructure	To control waste management including water contamination	B3.3	Ensure that all refuse is timeously removed from source to waste management centre	Refuse Collection	CONT0006	Number	Number of Households with access to refuse removal at least once per week	4200	4118	82	4550Households with access to refuse removal at least once per week	4550	4550	4550	4550	R 2 400 138	Opex-Internal	WASTE MANAGEMENT / Waste Management OfficeR	5	Internal reports on grass cutting
CMS 44	Basic Service Delivery and Infrastructure	To control waste management including water contamination	B3.3	Ensure that all refuse is timeously removed from source to waste management centre	Refuse Collection	CONT0006	%	% Households with access to refuse removal at least once per week	15%	14,00%	1%	15% Households with access to refuse removal at least once per week by 30 June 2020	15%	15%	15%	15%	R 2 400 138	Opex-Internal	WASTE MANAGEMENT / Waste Management OfficeR	2,10,11,5	Billing report or refuse collection report
CMS 45	Basic Service Delivery and Infrastructure	To control waste management including water contamination	B3.4	Develop & implement local waste plan	Develop Local Waste Plan		Date	Date Intergrated Waste Management Plan developed	31-Dec	-	31-Dec	Intergrated Waste Management Plan adopted by Council on or before 31 December 2019		31-Dec-19				Opex-Internal	WASTE MANAGEMENT / Waste Management OfficeR	2,10,11,5	Billing report or refuse collection report
CMS 46	Basic Service Delivery and Infrastructure	To control waste management including water contamination	B3.4	Develop & implement local waste plan	Waste and Landfill site Management		Number	Number of Waste & Environmental Operations & Awareness	4	4	0	4 Waste and Environmental Management Operations / Awareness	1	1	1	1		Opex-Internal	WASTE MANAGEMENT / Waste Management OfficeR	All	Council Resolution and local waste plan
																		Opex-Internal	WASTE MANAGEMENT / Waste Management OfficeR	All	Report and attendance register

UPHONGOLO MUNICIPALITY

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR 2019/2020

COMMUNITY SERVICES

SDBIP ref #	National KPA	IDP Strategic Objective	IDP Ref #	Strategy	Project Name (Mscoa)	Mscoa Project ref#	Unit of Measure	Indicator	2017/2018 Demand	2017/2018 Baseline	2017/2018 Backlog	Annual Target 2019/2020	Quarter-1 Target due between 1 July 2019 - 30 September 2019 Target	Quarter-2 Target due between 1 October 2019 - 31 December 2019 Target	Quarter-3 Target due between 1 January 2020 - 31 March 2020 Target	Quarter-4 Target due between 1 April 2020 - 30 June 2020 Target	Total Budget for the Year	Source of Funding	Unit / Reporting Responsibility	Ward	POE
CMS 47	Basic Service Delivery and Infrastructure	To control waste management including water contamination	B3.4	Develop & implement local waste plan	Implement integrated Waste Management Plan		Number	Number of reports submitted to Council on the implementation of Integrated Waste Management Plan	1	0	1	1 report submitted to Council on the implementation of Integrated Waste Management Plan by 30 June 2020				1		Opex-Internal	WASTE MANAGEMENT / Waste Management OfficeR	All	Council Resolution
CMS 48	Basic Service Delivery and Infrastructure	To control waste management including water contamination	B3.3	Ensure that all refuse is timeously removed from source to waste management centre	Refuse Collection	CONT0006	Number	Number of Reports on Refuse Removal submitted.	12	12	-	12 Reports on Refuse Removal submitted by 30 June 2020	3	3	3	3	2400138	Opex-Internal	WASTE MANAGEMENT / Waste Management OfficeR		Reports on Refuse Removal
CMS 49	Basic Service Delivery and Infrastructure	To control waste management including water contamination	B3.2	Effectively monitor and eradicate illegal dumping, air pollution and water contamination through strict policing and heavy fines	Refuse Collection		Date	Date Waste Management By-Law developed	1	0	1	Waste Management By-Law developed by 30 June 2020				15-Jun		Opex-Internal	Landfill site Management / Landfill site officer	All	Waste Management By-law/ Council resolution
CMS 50	Basic Service Delivery and Infrastructure	To control waste management including water contamination	B3.5	Employ national standards in Refuse collection			Number	Number of reports submitted to SAWIC	12	12	0	12 reports submitted to SAWIC by 30 June 2020	3	3	3	3		Opex-Internal	Landfill site Management / Landfill site officer	All	Waste Management By-law/ Council resolution

UPHONGOLO MUNICIPALITY

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR 2019/2020

YOUTH DEVELOPMENT SERVICES

SDBIP ref #	National KPA	IDP Objectives	IDP REF No.	Strategy	Mscoa Project ref#	Project name (Mscoa)	Performance Indicator Ref No.	Unit of Measure	Indicator	2017/2018 Demand	2017/2018 Baseline	2017/2018 Backlog	Annual Target for 2019/2020	Quarter-1 Target due between 1 July 2019 - 30 September 2019 Target	Quarter-2 Target due between 1 October 2019 - 31 December 2019 Target	Quarter-3 Target due between 1 January 2020 - 31 March 2020 Target	Quarter-4 Target due between 1 April 2020 - 30 June 2020 Target	Total Budget for the Year	Source of Funding	Ward	POE
	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH																				
	NATIONAL KEY PERFORMANCE AREA : LOCAL ECONOMIC DEVELOPMENT																				
	OUTCOME 9 : COMMINITY WORK PROGRAMME IMPLEMENTED AND CO-OPERATIVES SUPPORTED																				
	BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST																				
	LOCAL ECONOMIC DEVELOPMENT																				
YDS1	LOCAL ECONOMIC DEVELOPMENT	Ensure needs of Special groups are addressed	C7.1	Develop and implement projects targeting the special groups.	Youth events	SSP0020 SSP0019 SSP0018 SSP0007		Number	Number of youth events held	4	4	-	4 youth events held by 30 June 2020	1	1	1	1	706944	Opex-internal	All	Attendance Register, Minutes of meetings, Reports/ Photos
	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT																				
	GOAL 4: STRATEGIC INFRASTRUCTURE																				
	NATIONAL KEY PERFORMANCE AREA : BASIC SERVICE DELIVERY & INFRASTRUCTURE																				
	OUTCOME 9 : IMPROVED ACCESS TO BASIC SERVICES																				
	BACK TO BASICS: Pillar 2 - DELIVERING BASIC SERVICES																				
	BASIC SERVICE DELIVERY & INFRASTRUCTURE																				
YDS2	Basic Service Delivery and Infrastructure	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.1	Host tournaments to promote sport in partnership with private sector	Organise and hold sport tournaments	OPC0067		Number	Number of sporting codes participated in at District games	13	13	-	13 sporting codes participated in at District games by 30 June 2020	13	-	-	-	410 000,00	Opex-internal	All	Report, attendance d register and photos
YDS3	Basic Service Delivery and Infrastructure	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.1	Host tournaments to promote sport in partnership with private sector	Organise and hold sport tournaments	OPC0040 OPC0041 OPC006 OPC0042 OPC0062 OPC0044 PC0045 OPC0049		Number		12			12 sport tournaments organised by 30 June 2020	3	3	3	3	2 730 650,00	Opex-internal	All	Report, attendance d register and photos
YDS4	Basic Service Delivery and Infrastructure	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.1	Host tournaments to promote sport in partnership with private sector	Organise and hold sport tournaments	OPC0040 OPC0041 OPC0044 OPC0045 OPC0062		Number	Number of calendared sporting events organised	4	4	-	4 calendared sporting events organised by 30 June 2020	1	-	1	2	2613850	Opex-internal	All	Report, attendance d register and photos